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OF HIGHER EDUCATION AND ECONOMIC DEVELOPMENT
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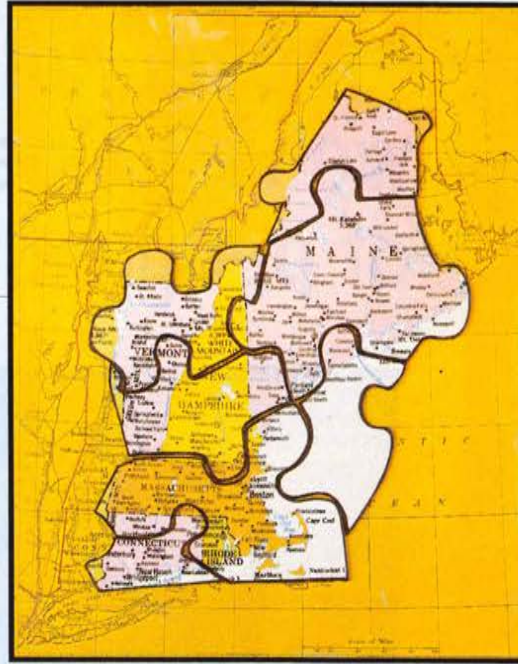
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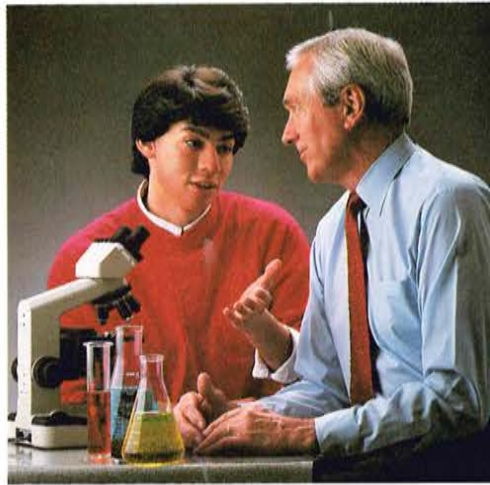
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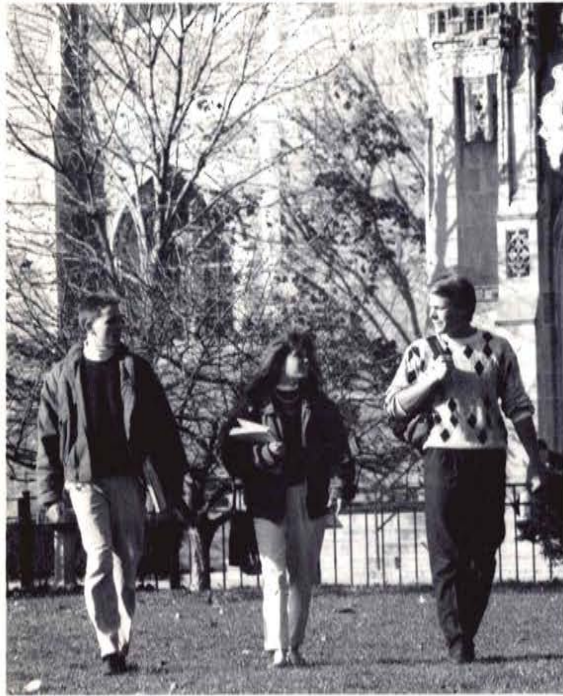
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The New England Board of Higher Education was established as a nonprofit agency by the New England Higher Education Compact, a 1955 agreement among the six states that was authorized by the U.S. Congress. NEBHE's purpose is to advance and develop programs that encourage higher education opportunities and improve efficiency in the use of resources among New England's public and independent colleges and universities.

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E D I T O R ' S M E M O

Tourist: Does it matter which road I take to Portland?

Maine Native: Not to me it don't

Down East accents and droll Yankee humor have been used to peddle so many products lately, they may reveal more about the culture of Madison Avenue than about the true nature of New Englanders. But that particular exchange between the lost tourist and the Maine country native does seem to symbolize an enduring — though hardly endearing — side of the New England character.

While New Englanders may not be as *fiercely independent*, not as *taciturn*, not as *frugal*, not even as *Yankee* as legend has it, our sense of what matters to us sometimes is too limited for our own good — especially when state lines are involved.

Change the characters to residents of two New England states and the question to: "Does it matter which road we take to economic recovery ... which road to environmental protection ... which road to forward-looking public policy?" The answer is likely to be: *Not to me it don't*.

And so the New England states are wading through one deep recession, clinging to at least six separate economic development plans, at least six separate environmental strategies and a myriad of conflicting public policies. All the while, New England jobs are disappearing and the region's infrastructure is crumbling with no regard for state lines. Divided, we are falling.

A core of well-established New England regional agencies and voluntary organizations offers the promise of a united front on issues such as education, energy, environmental protection, tourism and transportation. When these interstate groups try to collect dues from struggling New England companies or secure appropriations from revenue-strapped states, they are asking constituents, in effect, if their work *matters*. And too often the answer is: *Not to me it don't*.

Meanwhile, the region's newspapers offer a running commentary on the progress of economic unification in Europe. The reports document the benefits of creating common interests from Belfast to Berlin. But good luck finding a thoughtful newspaper story on the common interests of, say, Belfast, Maine, and Berlin, N.H.

The "Cover Stories" in this issue of CONNECTION are intended to begin a dialogue about regionalism here in New England. It is a subject that has rested in our editorial subconscious. Whether our focus has been higher education financing or the future of environmental technology or international trade, CONNECTION has always operated on the assumption that what happens in one New England state matters to the other five.

The Massachusetts biotech company and the Vermont dairy farmer matter to each other. The prestigious liberal arts college in New Hampshire and the urban high school in southern Connecticut matter to each other. The Rhode Island marine researcher and the Maine lobsterman matter to each other. Labor markets do not respect New England state boundaries. Nor do natural resources. Nor ideas — this region's specialty.

Nonetheless, like the proverbial lost tourist, New England regionalists often see their queries greeted with indifference. We trust that the following exclusive essays on regionalism will elicit a more spirited response.

Finally, readers will note that the interstate work of the New England Board of Higher Education figures prominently in our discussion of New England regionalism. To preserve our credibility, contributors' praise for NEBHE generally winds up on the cutting room floor. In this issue, however, several essayists clearly found NEBHE's programs inextricable from any meaningful analysis of interstate cooperation in New England. Playing down NEBHE's central role in this case, we determined, would have really stretched credibility.

John O. Harney is the editor of CONNECTION.



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Moon Over Bridgeport

The financially strapped University of Bridgeport may survive after all (CONNECTION, Winter 1992). But the prognosis for academic freedom is not as upbeat, say critics of the Bridgeport trustees' decision to become the first U.S. university to affiliate with a group sponsored by Rev. Sun Myung Moon's Unification Church.

The university — grappling with a \$22 million debt and a protracted faculty strike — saw enrollment shrink from 9,100 in 1967 to about 2,200 by the end of last academic year. And deepening financial problems prompted the New England Association of Schools and Colleges to recommend that Bridgeport's accreditation be terminated in August 1992.

That recommendation was rescinded in June after the Moon-affiliated Professors World Peace Academy agreed to inject \$19.5 million into the ailing school this year and at least \$30 million more over the next five years as part of a plan to make Bridgeport the hub of a worldwide network of colleges. The academy plans to assume control of more than half of the Bridgeport board of trustees.

Only last fall, Bridgeport trustees had rejected affiliation with the church because of strong campus opposition. Though the new contract between the academy and university officials guarantees academic freedom, many observers remain skeptical of the church, which has been accused of brainwashing and other cult-style practices.

Ernst Benjamin, general secretary of the American Association of University Professors (AAUP), which represents faculty in matters of academic freedom, says the issue hinges on whether the Unification Church is more cult than church.

"The difference between a cult and a church is in the way in which conformity is exacted and the range of issues in which it's exacted," says Benjamin. "There's a difference, for example, between the demand for doctrinal conformity in the theology department and the same demand applied to a biology department."

Ironically, concerns about academic freedom at Bridgeport precede the Moon

affiliation. And while Benjamin says the AAUP won't prejudge the arrangement, the faculty group is considering an investigation into whether the University of Bridgeport squashed academic freedom in the way it dismissed professors over the past two years.

Madame President

If 1992 is the year of the woman, as political observers contend, someone ought to tell higher education. Just 12 percent of the nation's roughly 3,000 accredited colleges and universities are headed by women — and that's an all-time high, according to a study by the American Council on Education (ACE).

There has been progress. Women represented just 5 percent of college presidents in 1975, when the ACE started keeping track. Most of the gains have occurred on public campuses. This year, 164 women lead public campuses, compared with 16 in 1975.

Meanwhile, public and private campuses are increasingly populated by female students. Women accounted for 55 percent of U.S. college enrollment last fall, compared with 45 percent in 1975.

Minorities in Science

African-Americans, Hispanics and Native Americans represent more than 18 percent of the U.S. labor force, but less than 5 percent of employed scientists and engineers. But a coalition of colleges, school systems and education associations hopes to change that by the year 2000.

Through a coordinated collection of federal, state and private programs, the Quality Education for Minorities (QEM) in Mathematics, Science, and Engineering Network aims to: quadruple the number of minorities receiving bachelor's degrees in physical and life sciences and engineering to 68,000; triple the number receiving doctorates in science and engineering to 1,200; and quintuple the number of new minority teachers to 30,000, with at least 30 percent of the new entrants being math and science teachers.

The QEM envisions a comprehensive set of programs for minority students from

K-12 through graduate school. Some students, for example, would begin attending residential summer science camp in the seventh grade and return each year until graduating from high school.

A key goal is to encourage minority students to pursue math or science majors in college. But QEM President Shirley McBay, the former dean of student affairs at the Massachusetts Institute of Technology, notes that whether students receive a science degree or major in another field, strong math and science preparation will be invaluable. "There's no disadvantage in a student with a strong math and science background deciding to major in political science or the humanities," she says. "That person will still carry with them the scientific literacy that will be an advantage, perhaps a necessity, in the future."

The QEM program's estimated \$18 billion cost may raise eyebrows. But McBay stresses that the figure includes potential funding from existing fellowship and scholarship programs as well as state, federal and private agencies. "There are programs currently in place," McBay says. "It's a question of looking at those resources that exist and trying to determine how they can be redirected in a coordinated way as opposed to having a lot of separate activities."

A New Vacant Look

Eight in 10 New England undergraduate institutions had not filled their classes for the fall 1992 term as of the traditional admissions deadline of May 1, according to the New England Board of Higher Education's 1992 Vacancy Survey, a key gauge of the supply of traditional college-age students.

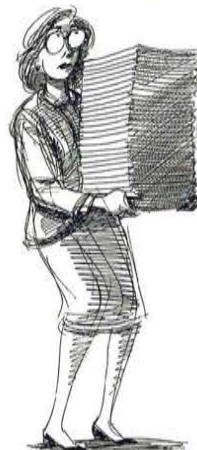
But the survey also indicates the decline in the number of high school graduates that began in 1979 may be bottoming out. The more than 38,000 openings reported for fall 1992 admissions reflect an increase of just 2 percent over 1991, following jumps of 15 percent and 25 percent in the two previous years.

Still, the improvement has not been universal. While the region's four-year independent colleges reported 17 percent

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fewer fall term openings for freshmen and transfers than in 1991, four-year public institutions reported a 53 percent increase in openings.

Possible reasons for the disparity: One, student confidence in public higher education has been shaken by four years of budget cuts and fee hikes. Two, some independent campuses have eased admissions standards in order to fill incoming classes.

The NEBHE survey also reveals New England's poor economy is taking its toll on students and their families. Campus admissions officers reported increasing numbers of applications from older students making career changes, more dependence on financial aid, more late deposits and more students studying part-time while they work.

The Lure of U.S. B-Schools

U.S. executives may be awestruck by Japanese business practices. But an increasing number of Japanese students in the United States are studying — you guessed it — business.

The United States is the country of choice for Japanese students abroad — and business is the field of choice, according to data compiled by the Institute of International Education. The institute says business management led social sciences, humanities and liberal arts as the most popular area of study for Japanese students enrolled at U.S. institutions in 1989-90.

A study by the Japan-U.S. Educational Commission found enrollment of young Japanese managers in U.S. graduate management programs rose by more than 40 percent in the second half of the 1980s.

But in the late '80s, Japanese business leaders decided it was time for Japan to produce English-speaking MBAs on its own.

International University of Japan began operating an American-style MBA program in 1988 at one of its campuses, using Dartmouth College's Tuck School of Business as a model. Tuck was contracted to provide half the faculty on a rotating basis and a part-time dean. Previous-

ly, Keio University of Yokohama, with initial help from Harvard University, offered the only MBA program in Japan.

Meanwhile, international business training is in demand among U.S. corporate leaders. The Intercultural Business Center in Framingham, Mass., for example, offers 50 cross-cultural seminars on business culture, values, technology transfer, marketing and government relations. Ikuko Atsumi, a Japanese businesswoman and former Harvard University research fellow, founded the center in 1983, then called "New England Japanese Center," to provide American executives with expertise on Japan. Since then, the center has expanded its seminar offerings to help executives do business in South Korea, Taiwan, Singapore, Hong Kong and China, as well as Europe.

College Sports: A Bake Sale

Athletic programs at New England's public universities seemed to be riding high in early 1992, as the University of Massachusetts men's basketball squad surged into the Sweet Sixteen round of

the NCAA championship and the University of Maine Black Bears dominated Hockey East. But in fact, some smaller-draw programs at the same public universities were being saved at the buzzer by private sponsors.

UMass-Amherst's men's soccer was dropped after the fall 1991 season because of budget cuts — just as the state was vying to be a site for the 1994 World Cup. The team was reinstated for the fall 1992 season only after World Class Soccer Camp, a Boston-based private group headed by UMass alum Jeff Ryan, agreed to donate \$780,000 to the program over the next five years.

UMaine, meanwhile, planned to downgrade swimming from a varsity sport to a club sport until novelists Stephen and Tabitha King of Bangor contributed enough to sustain the program for another year.

Still, the big private money for sports programs flows toward independent colleges. The latest evidence: Yale University's recent \$1.25 million grant from The Milligan Foundation to endow the position of men's lacrosse coach.

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Recapturing a Regional Sense of Progress

JOHN C. HOY

In the 1980s, New England's separate but equal states forgot they were bound together by history, demography and economic reality. Whatever regional sense of mutual progress had once existed soon deteriorated, giving way to separate ambitions and isolating competition.

For example, in 1983, the New England Board of Higher Education collaborated with the Caucus of New England State Legislatures and the New England Governors' Conference to gather representatives from business, government and education for the region's first conference on interstate banking. The conference, addressed by Gov. Michael S. Dukakis of Massachusetts, was exceptionally well attended. Unfortunately, the audience neither comprehended nor anticipated that early action on the interstate banking front in New England could have been an essential ingredient in forestalling a severe credit crunch and averting the unprecedented wave of bank failures that began in the late 1980s and continues to roll across New England.

The data presented at the conference indicated that New England was the most over-banked region in the United States. The conference also focused on the fact that there were distinct advantages to developing interstate banking relationships within New England in anticipation of extensive consolidation of banking activity throughout the United States.

The conference was politely deemed a success, but the states continued to do business as usual. History shows that a number of government and business leaders throughout New England returned to their desks and pursued an improvident set of policies and decisions which led to the worst banking crisis of the post-World War II era, far exceeding the experience of Texas or any other state or region in scale and long-term economic impact.

In large measure, the banking crisis

resulted in most policymakers at the state level, bankers at the local level and economists at the corporate and academic levels turning a deaf ear toward calls for a regional strategy until it was too late. To date, our banks have not recovered and our economy remains severely short of new investment capital. The prospect for a vigorous resurgence of the regional economy remains clouded. And the further structural changes still required as part of our recovery will be painful.

But had the signals presented in February 1983 led to further analysis, circumspection and the kind of regional debate from which collective wisdom generally arises, it is possible to imagine that the region's fiscal travail of the last three years may not have been as devastating.

We will gain little, however, from assigning blame. The point is New Englanders were not prepared to collectively address an interstate issue which at that time offered a forewarning of disastrous consequences for the small and large businesses of the region, for families and individuals and for students and their

Had the signals presented in February 1983 led to the kind of regional debate from which collective wisdom generally arises, it is possible to imagine that the region's fiscal travail of the last three years may not have been as devastating.

banks, as well. Because we did not engage in straight talk with one another, we were able to cling to an inflated sense of prosperity, never to gain a deeper collective understanding of regional realities.

The full economic recovery of New England will require a concerted effort by representatives of government, business and education *throughout* New England, communicating in real terms and sharing

perceptions of what may work to turn around a region characterized by negative growth and public discouragement.

In some parts of the United States, higher education would play only a supporting role in such a regional endeavor. In New England, higher education must play the lead. Our colleges and universities produce the highly skilled workforce that is our most important asset as we approach the 21st century.

Fortunately, higher education also has a track record in collaboration. Many of the region's two-year colleges, for example, have forged special arrangements with their four-year counterparts to provide a rational process by which students may transfer credits from one institution to another. Other New England colleges and universities of all sizes have crafted agreements, whereby students at one institution may register for courses at another, allowing each to focus on its strengths and minimize its weaknesses. Regional research and development partnerships are taking hold.

And through the New England Board of Higher Education's Regional Student Program — which this past academic year posted record high enrollment — opportunities are broadened for New England students, while public colleges and universities avoid duplication of costly academic programs by sharing their resources.

This kind of cooperative thrust is needed in all sectors if New England is to enter a new era of sustained prosperity. New Englanders must learn to respond to the challenges of the 1990s in concert and in good faith. In many respects, the process of defining the priority areas that are ripe for collaborative action will fall upon our governors. The financial crises each has confronted on the state level now may have subsided enough to permit them to lead an interstate effort — including leaders of all sectors — to piece together the fragmented region and recapture a sense of mutual progress. New England regionalism is an idea whose time has come.

John C. Hoy is the president of NEBHE and publisher of CONNECTION.



One Region INDIVISIBLE?

*Time for a New Spirit
of Cooperation in New England*

by John O. Harney

The idea that 13 million New Englanders should live up to their image of being “fiercely independent” — and the corollary that “good fences make good neighbors” — may be obsolete.

Recently, a group of regionally minded New England college presidents, business leaders and legislators were barbecuing on the lawn of the Governor John Langdon House in Portsmouth, N.H., talking about the hypothetical advantages of a single State University of New England. One rattled off a list of the efficiencies to be gained through economies of scale. Another spoke of expanded opportunities for students of the six New England states. Several chuckled — and for good reason. A short walk from where the delegates to the New England Board of Higher Education (NEBHE) had gathered, the Piscataqua River rushes into the

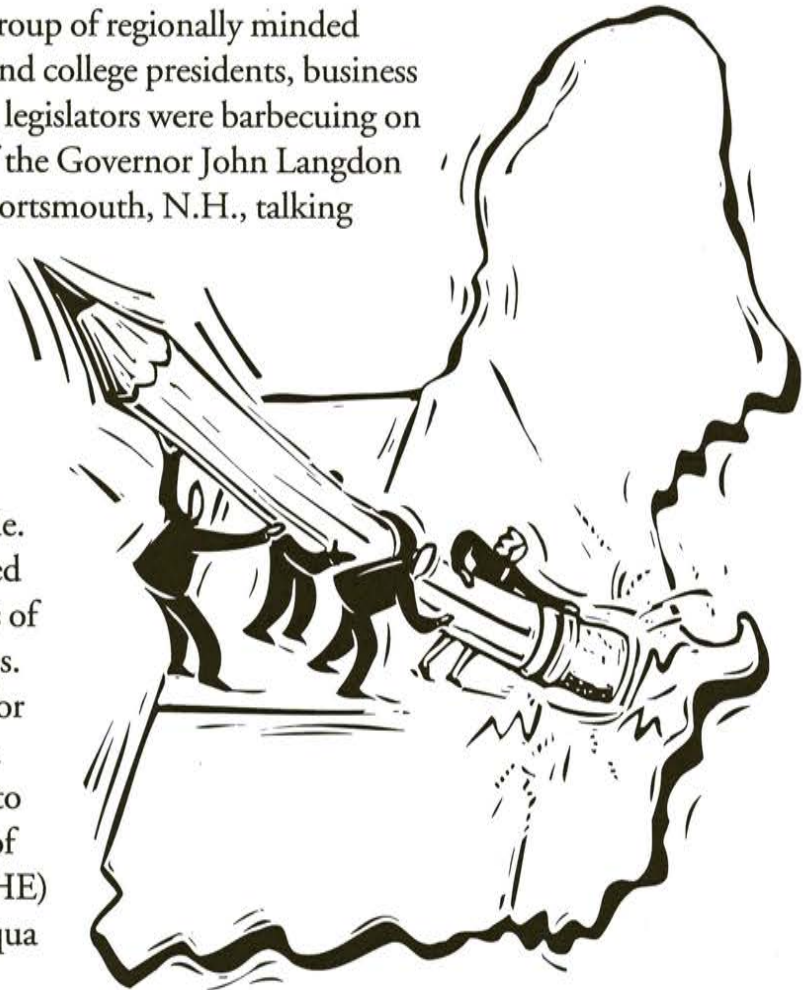


Illustration by Lauren Scheuer.

Atlantic to form a harbor that symbolizes the improbability of their tongue-in-cheek proposition. It seems that while Portsmouth Harbor provided a suitable venue for Russia and Japan to sign a treaty ending the Russo-Japanese War in 1905, the harbor has brought little peace to the states lying on either side of it.

Indeed, on that very evening, New Hampshire's attorney general fired the latest salvo across the Piscataqua, disclosing that his state would go to the U.S. Supreme Court to prove the harbor island containing the Portsmouth Naval Shipyard is located within the boundaries of Portsmouth, rather than Kittery, Maine, which has presumed to own the island — and host the shipyard — for nearly two centuries. The two states had battled in the 1970s over fishing rights in the Piscataqua. But the recent dispute, like so many in New England, is about one state's taxes descending on another state's residents. Maine taxes the income of non-residents who work in the state and the total income of non-resident couples even if only one spouse works in Maine. The more than 4,000 shipyard workers who live in New Hampshire — where there is no income tax — don't like it. The most furious and organized among them found Colonial documents suggesting the shipyard belongs to New Hampshire and shared them with state officials — so began the battle.

Ironically, the tussle over taxes has poisoned the atmosphere sufficiently that the two states have had difficulty working together to stanch the steady flow of jobs from the shipyard — jobs once held by residents of both New Hampshire and Maine, as well as Massachusetts. And a recent interstate initiative to reduce pollution and manage boat traffic on the Piscataqua has been undermined by a group of shipyard workers against the tax, according to a Maine sponsor of the effort. "Some people on the New Hampshire side saw our cooperation as an attempt by Maine to gain control of the river," says Maine state Sen. Stephen C. Estes. "They were not willing to see any cooperation between the two states, because of their opposition to Maine's tax."

Estes also says Maine communities were effectively shut out of deliberations over reuse plans for the former Pease Air Force Base on the New Hampshire side of the river, even though flight paths, traffic, air pollution and housing pressures would certainly have an impact on Maine communities within a few miles of the base. "We were allowed to have an observer go to the meetings, but not have any input," says Estes.

The Piscataqua River Basin is not the only place in New England where regionalism is on the rocks, and taxes are not the only reason why. Also within the confines of the only historically defined region in America,

Vermont economic development officials recently placed an ad in the biweekly newspaper *Mass High Tech* urging business executives to move their companies to the Green Mountain State. Sure, New England could use the jobs. The only problem is most of *Mass High Tech's* readers are Massachusetts executives. If the ad works, the jobs Vermont gains are likely to be lost in Massachusetts. But it is unfair to

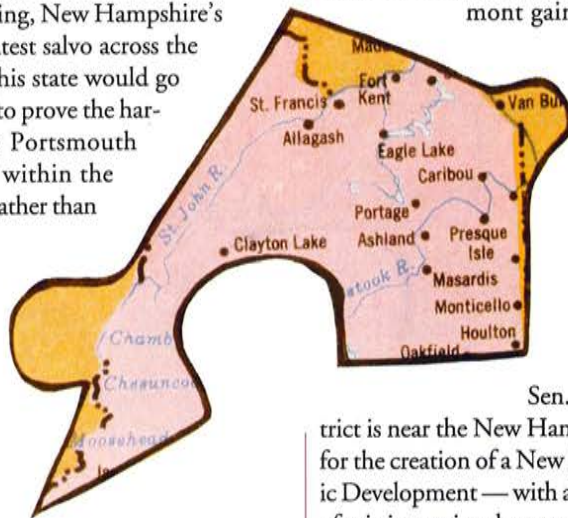
single out Vermont; luring businesses away from neighbors is a favorite New England pastime.

A common regional approach to business development is one of the issues broached in a recent report of the Massachusetts Senate Ways and Means Committee, chaired by Sen. Patricia McGovern, whose district is near the New Hampshire border. The report calls for the creation of a New England Compact for Economic Development — with a board including representatives of existing regional groups — to attract businesses and jobs to the six-state region. Among other things, it envisions an agreement whereby any New England state that loses out in competition for a business would throw its support behind another New England state still in the running. The reasoning is that Connecticut, for example, is better off when a business locates in Massachusetts than when it locates in, say, Texas or California.

Fostering economic cooperation, however, has proven to be particularly difficult. In 1990, Terrence Murray, chairman and chief executive officer of Fleet/Norstar Financial Group in Providence, urged an end to the economic competition among the New England states and offered to help underwrite an economic summit to be attended by New England leaders. The goal would be to develop ways to leverage the region's collective economic strengths and alleviate its weaknesses. Murray suggested examining the feasibility of regional investment tax credits for out-of-state companies that locate in any New England state and for existing companies that expand in any of the states. He also called for a regional lobbying effort to persuade Congress to consider business development tax incentives.

"From an economic development point of view, each state historically has had its own game plan in competition with neighboring states," says Murray. "My view is that doesn't make sense. There are certain common denominators here. We've got a massive exodus of manufacturing jobs. We have certain common industries such as tourism. We should think as a region. We should have some common tax policy in terms of economic development incentives, training grants and so forth, so we are competing as a region."

Nearly two years later, the summit has yet to take place. "I can go around and give speeches about cooperation," says Murray, "but basically the elected leadership has to take charge."



All six New England states have the disadvantages of a poor natural resource base, harsh climate, aging infrastructure, high energy costs and overdependence on defense industries.

The idea that 13 million New Englanders should live up to their image of being “fiercely independent” — and the corollary that “good fences make good neighbors” — may be obsolete. Covering just 66,672 square miles (63,012 square miles of land) or under 2 percent of the total area of the United States, New England is about the size of one Midwestern state — and, it has been noted, probably would be one state had America been settled from west to east.

The interdependence of the six states is stunningly clear. All six enjoyed unprecedented prosperity in the mid-1980s, posting record-low unemployment rates and record-high per-capita personal income. All six began the 1990s in a deep recession. All have the disadvantages of a poor natural resource base, harsh climate, aging infrastructure, high energy costs and overdependence on defense industries. All have the advantages of well-educated workers and rich cultural attractions as well as — and largely because of — an unparalleled concentration of colleges and universities.

As Neal Peirce noted in *The New England States*, “Only the most confirmed no-sayer could argue against the desirability of some form of coordination in a region so compact and beset by common problems.”

But it is the best of times and the worst of times for New England regionalism. On one hand, there is broad agreement that education, environmental protection, economic development, energy, transportation, tourism and trade promotion are *regional* issues. And the Reagan-Bush era policy of leaving it up to states to pay for federally mandated programs, along with the economic dislocation caused by defense cuts, would seem to pull the states closer together. On the other hand, tight state budgets and tough economic times in general strain support for regional cooperation. Says Estes of Maine: “The feeling that interstate cooperation is important tends to dissipate when you’re going through hard economic times and when regional efforts start stepping on parochial toes.”

Parochial toes will always bruise easily, but the relationship between economic conditions and support for regional cooperation seems to defy logic, since the goal of most regional efforts is to use resources more efficiently and save money. For example, since 1957, NEBHE’s Regional Student Program has allowed tens of thousands of New England residents to attend *out-of-state* public colleges and universities within the region and pay those institutions’ *in-state* tuition rates, plus a surcharge, if the students pursue specialized degree programs not offered by their own states’ public institutions. The arrangement saves the states millions of dollars because they don’t have to duplicate costly academic programs.

Nonetheless, while regions such as the Midwest and

Pacific Northwest are now investing in interstate initiatives to pool resources and reduce costs, New England is disinvesting. Of the dozens of interstate compacts and voluntary regional organizations that have been established in New England over the past century to conduct regional planning, control pollution of rivers, support the arts, share library resources, cooperate in fighting crime, prevent forest fires — you name it — few are thriving.

The New England Governors’ Conference (NEGC), formed during the Great Depression to promote regional economic development, is a fraction of its former size and receives less funding than any other regional governors’ organization in the United States.

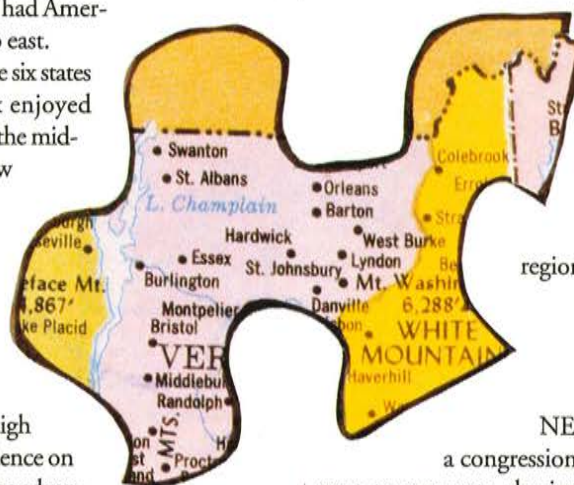
NEBHE, formed in 1955 through a congressionally authorized interstate compact to promote sharing of the region’s educational resources, has repeatedly experienced shortfalls in funding from Massachusetts, though all other New England states have met their legal assessment since the board’s founding. The Caucus of New England State Legislatures, formed in 1978 to bring together the legislative leaders of the six states, has a staff of one.

In the private sector, The New England Council (NEC) — formed in 1925 by business leaders and New England governors in response to a mass exodus of textile and shoe manufacturers to the South — spent much of 1992 searching for a new president. In June, Peter G. Meade, a former Boston radio newsman, cable TV executive and city official, accepted the post and drew praise for his experience in government and business. But New England businesses, like the states, have been stung by the region’s economic downturn, putting pressure on their ability to pay NEC dues. NEC now counts about 450 businesses and other institutions as members, compared with around 1,000 in the mid-1980s.

Those are the survivors. The New England Regional Commission (NERCOM), the New England River Basins Commission, the New England Congressional Caucus and many other regional groups are history.

At tight budget notwithstanding, NEBHE’s Regional Student Program last year saved New England students \$17 million in tuition costs. NEBHE also continues to conduct groundbreaking research on links between New England higher education and regional economic development and has embarked on special projects such as an ongoing regional strategy to increase the participation of Blacks, Hispanics and Native Americans in New England higher education and the skilled workforce. (See page 30.)

New England Council staff members, meanwhile, say they are optimistic about the organization’s role in build-



“For three or four years, we’d be invited to go to meetings by various other gubernatorial organizations, and they’d say, ‘Tell us how you did it,’” says Tretter. “They now ask us, ‘What happened?’”

ing coalitions around issues such as energy, transportation and environment. NEC's recent transportation effort aimed at better connecting New England to new markets is illustrative: "The groups involved — environmentalists, state transportation planners and businesses — were all concerned about the same types of issues, but all pursuing their own agendas," says Thomas J. Sommer, NEC vice president for policy and communications. "When they were brought together under this umbrella, it became clear that there was a common agenda."

Explains Meade: "Most people I talk to think we're at the beginning of a recovery. But the bottom alerted people that we as a region are not going to make it in pieces — and that regional grievances and political differences are irrelevant. If the organization shows itself to be vibrant, important and successful, then its membership is going to hold, if not expand."

But at the New England Governors' Conference, staffers sound a more somber note. A bit of history: Though informal cooperation among New England's governors dates back to Colonial days, NEGC was formally established in 1937. Three decades later, the Johnson administration created the New England Regional Commission as one of eight federally sponsored multistate agencies to promote regional economic development. Because NERCOM's board of directors by law was comprised of the six governors and a federal co-chairman (who also chaired a panel of New England representatives of federal agencies) the Governors' Conference took a back seat.

But a few years after NERCOM's creation, the *Boston Globe* cast the commission as a bloated bureaucracy producing reports no one reads. NERCOM survived the assault and flourished for a while; its budget climbed toward \$10 million and its staff grew to 60. By 1981, however, when the commission issued a major economic development plan calling for improved regional education; training and labor market forecasting; the creation of a strategic petroleum reserve in the Northeast; and increased export promotion, all the regional commissions of the Great Society — except the politically potent Appalachian Regional Commission — were on the Reagan administration's chopping block. (The New England River Basins Commission — another Great Society program — called for steps to reduce acid rain right before its federal funding was pulled in the early '80s.)

In 1981, William A. Gildea, Charles Tretter and William Gallagher, all formerly of NERCOM, headed to NEGC, formally incorporated the group and secured a \$300,000 grant from the U.S. Commerce Department to support the transition from federal to state support. "The only region that responded affirmatively to keeping its regional organization together was New England. All the other

regional organizations fell apart and it took two or three years for them to regroup," says Tretter, NEGC's general counsel. "Through all that, New England was always cited as an example of how six governors could work together without the federal money by increasing state contributions over time to make up for the loss."

In the early 1980s, New England provided a shining example of regionalism, as NEGC provided common ground for uncommon governors like New Hampshire's ultra-conservative Meldrim Thompson and eventual Democratic presidential nominee Michael S. Dukakis of Massachusetts. Among the most pressing issues of that time was energy. With rapid economic growth projected and environmentalism on the rise, New England desperately needed a new source of electricity — and found it in the hydropower of eastern Canada. Having begun regular meetings with their eastern Canadian counterparts in 1973, NEGC assumed the role of the region's liaison with the Canadian premiers. Meanwhile, Dukakis's national prominence gave national prominence to NEGC.

"For three or four years, we'd be invited to go to meetings by various other gubernatorial organizations, and they'd say, 'Tell us how you did it,'" says Tretter. "Now all the regional organizations with the exception of New England's are going full-blast. They're meeting regularly, they're plugged into their congressional delegations, and everything is going swimmingly. They now ask us, 'What happened?'"

What happened was New England's state capitals ended the 1980s flooded with red ink — and there weren't enough life preservers for regional collaboration. As recently as February 1992, the six governors agreed through NEGC to review regional aspects of transportation, workers' compensation, banking, tourism and the dairy industry, while considering establishment of a regional lottery and standardization of certain tax provisions. But as of June 1992, only half the states had fully paid their NEGC dues. NEGC's budget plummeted from \$1.1 million in 1991 to below \$400,000.

It's not that today's New England governors — three Republicans, two Democrats and an Independent — don't believe in regional cooperation. They do.

For example, Maine Gov. John R. McKernan Jr. has called for an interstate effort to alleviate growing pressures on state landfills. Massachusetts Gov. William F. Weld last year proposed consideration of a regional investment bank to help stimulate

the New England economy. More recently, he proposed a regional transportation study, a regionwide meeting of governors and U.S. senators and a regional lottery. Rhode Island Gov. Bruce Sundlun has suggested the states explore obtaining workers' compensation insurance as a group to keep costs down. As a candidate, Sundlun called on the six states to create a regional information base about the

Some New England regionalists are calling for a new formal group to help the region's Capitol Hill delegation offset the growing political power of California, New York, Texas and Florida.



“The reaction from people in Congress is we can’t afford the sniping back and forth between New Hampshire and Massachusetts about whether you need to be a liberal Democrat or a conservative Republican,” says Meade. “What you need to be is a New Englander.”

performance of industries, pool their resources when lobbying in Washington and embark on joint trade promotion efforts abroad.

But the chief executives have considered moving toward a less formal forum for collaboration than NEGC has provided, perhaps basing their cooperative efforts out of the office of one governor or another on a rotating basis. Gildea warns that approach would not provide continuity, particularly since New Hampshire, Rhode Island and Vermont still hold governors to two-year terms. And while governors’ energy advisors, for example, come and go, NEGC’s energy strategy evolves and grows. As a *Boston Globe* columnist noted: “There is an argument for an institutional memory on many regional issues.”

“If the governors closed this place down tomorrow,” says Gildea, “within three months, there would be creation of an absolutely necessary, vital organization: ‘the new New England Governors’ Conference’ or the ‘Governors Association of New England.’” Indeed, NEGC’s tourism program — a casualty of budget cuts — was quickly missed. The Massachusetts Senate Ways and Means report calls for establishment of a New England Tourism Commission, funded by the states and businesses, to market the region and reopen the New England tourist office in New York City, which NEGC had operated until funds dried up. Gildea says a new regional tourism program also is being created in New Hampshire.

The survival of the Appalachian Regional Commission and abolition of NERCOM may point to another place where New England regionalism is lacking: Washington, D.C. Tretter says the Appalachian group endured while other federally funded commissions vanished, because Southern members of Congress made sure of it. Today, the Appalachian Regional Commission has a nearly \$5 million budget and 65 staff members. Says Tretter, “A lot of governors don’t understand that their congressmen and senators are voting millions upon millions of dollars every year for 12 Appalachian states to have what their states should have.”

But then, the New England congressional delegation is not as regional as it could be. The New England Congressional Caucus, created in the 1970s and focusing primarily on the region’s chronic energy problems, was disbanded in the heady days of the mid-1980s. (Sometimes, good economic times are dangerous to regionalism, too, because prosperous states are tempted to go their own way. As Meade notes, “A rising tide lifts all boats and expands all egos.”)

The void left by the caucus has been partly filled by informal, unstaffed efforts such as the New England Energy Caucus, founded by congressmen Edward J. Markey of Massachusetts and Ronald K. Machtley of Rhode Island to explore regional issues. But some New England regionalists are calling for a new formal group to help the region’s Capitol Hill delegation offset the growing political power of California, New York, Texas and Florida.

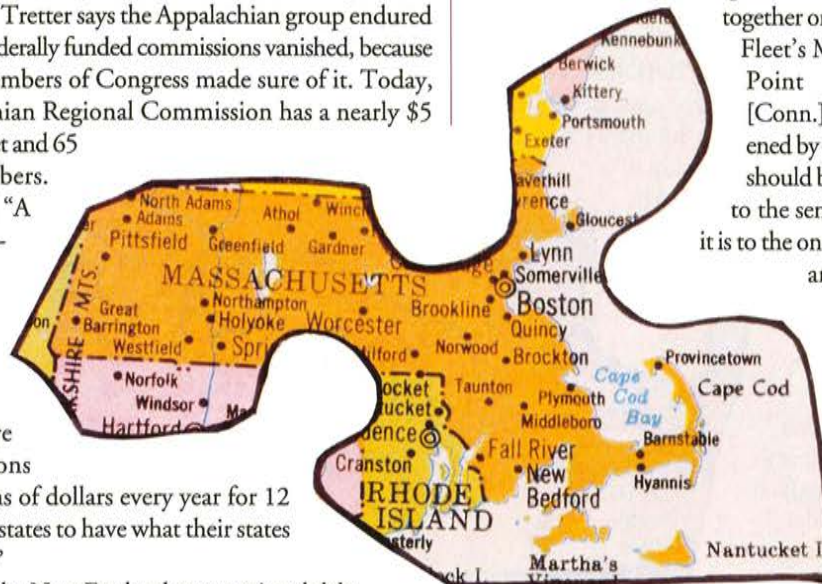
Cooperation would give the region enormous clout in the U.S. Senate, where New England’s members outnumber California’s by 6-to-1, despite the fact that California comprises nearly three times the area of New England and is home to more than twice as many people. But the region’s population-based delegation in the U.S. House of Representatives is the smallest among all regions and shrinking. “The only way to compete in Congress is to work more or less as a unit to represent New England, virtually as if it were one state” says Ian Menzies, a senior fellow at the John W. McCormack Institute of Public Affairs at the University of Massachusetts at Boston and a former managing editor and columnist with the *Boston Globe*.

The Massachusetts Senate Ways and Means report suggests that a reincarnated New England Congressional Caucus push for new uses of New England property held by the federal Resolution Trust Corp., more favorable banking regulations, conversion of defense industries to civilian businesses, continued investment in research and development, investment in New England infrastructure and changes in federal mandates placed on state governments.

There are very practical reasons for members of New England’s delegation to work together on pressing issues. Says Fleet’s Murray: “If Quonset Point [R.I.] or Groton [Conn.] shipyards are threatened by defense cutbacks, that should be as much an interest to the senators from Maine as it is to the ones from Rhode Island and Connecticut, in that Bath Iron Works could be the next target.”

The New England Council had worked closely with the congressional caucus, and may again. Meade, who

spent his first few days on the job in Washington meeting with Senate Majority Leader George J. Mitchell of Maine and House Rules Committee Chairman J. Joseph Moakley of Massachusetts, says both influential lawmakers are committed to reviving the caucus. “The reaction from people in Congress is we can’t afford the sniping back and forth between New Hampshire and Massachusetts about whether you need to be a liberal



Democrat or a conservative Republican,” says Meade. “What you need to be is a New Englander. Maybe it’s adversity that really reminds people of that.”

Incidentally, The New England Council, itself, is a Washington organization in a sense, employing two full-time staff members in the capital to make the case for New England businesses before both Congress and federal regulatory agencies, which recognize New England as a single entity: Region 1 among 10. The regional system used by federal regulators permits NEC to work with the U.S. Environmental Protection Agency’s Region 1 officials, for example, to see that the interests of New England businesses are considered when regulations are drafted.

Some regionalists think another step could strengthen New England’s hand in national affairs: a regional presidential primary similar to Super Tuesday in the South. But the idea has never taken hold.

If it is agreed that states bound by geography and common economic, cultural and political characteristics ought to cooperate to their mutual benefit, New England already has an edge over other regions.

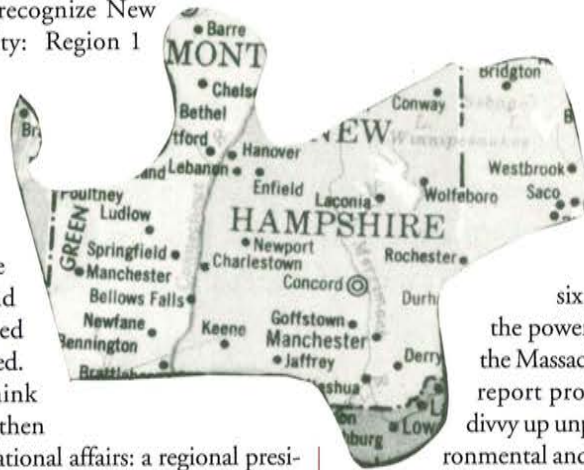
The northwestern states of Washington, Oregon, Idaho, Montana and Alaska, and the Canadian provinces of British Columbia and Alberta, only three years ago began

working together through a legislative initiative called the Pacific Northwest Economic Region to address competitiveness issues. Midwestern states, meanwhile, have only recently considered an interstate higher education compact similar to NEBHE. But in New England, a formidable regional infrastructure is already in place in the form of NEBHE, NEGC, NEC and other interstate agencies.

So long as it’s not neglected, that infrastructure provides a forum to explore new dimensions of New England regionalism. Perhaps New Englanders will never accept notions like Connecticut Gov. Wilbur L. Cross’s suggestion in the 1930s that the

six states merge into one to match the power of New York. But why not, as the Massachusetts Senate Ways and Means report proposes, encourage the states to divvy up unpopular institutions such as environmental and corrections facilities? Why not explore creation of a health insurance pool to reduce costs for New England’s small businesses? How farfetched is the idea advanced by Ian Menzies in the mid-1980s to form a New England Council of Governments, where selected legislators would debate regional issues and pass regional legislation to be sent on to the individual statehouses for final approval? Or for that matter, how farfetched is a single State University of New England?

John O. Harney is the editor of CONNECTION.



A New Voice at The New England Council

Day in and day out for the past few years, Peter Meade would end his WBZ Radio commentaries with the same qualification: “Nobody asked ... just my opinion.” That was until June, when Meade became president and chief executive officer of The New England Council, the region’s largest — and America’s oldest — regional business organization. Now, what Peter Meade says reflects not just his opinion, but the sentiments of the hundreds of New England business leaders represented by the council.

The council — without a president since Nicholas P. Koskores resigned in late 1991 — is currently forging a regional approach to issues ranging from implementation of federal clean air regulations to retraining defense workers.

Council Chairman James F. Crain, vice president for public affairs and corporate communications at New England Telephone, said in a statement he hoped Meade “would reinvigorate the council’s mission and increase its role in representing New England business on critical issues.”

Before joining WBZ Radio in 1988, Meade was an assistant vice president at Warner Amex Cable Communications in Boston. He also served as a senior aide to former Boston Mayor Kevin White and was founding director of the city’s Community Schools Program.

Today, Meade’s main task is to listen to the region’s diverse business interests and build consensus. All that talk radio experience may come in handy.



Meade on the air.

Pooling Intellectual Resources

The political economies of the six states commonly known as New England are once again in turmoil. Boom and bust cycles have become so frequent in recent decades that many now take them for granted. Indeed, it is fair to ask whether at the end of the 20th century, economic and political instability has become the natural fate of the New England states. Quite possibly it has, but not inevitably, for the six states have yet to take the ultimate step of searching for *regional* solutions to the

often identical problems facing their individual political economies.

While known throughout the world collectively as an identifiable region of the United States, the six New England states, in fact, have shown little disposition to think or act in concert since the demise of the New England Confederation in the mid-1600s. Time and again, the states have faced common problems — economic, social and governmental. Yet each state, small in area and population, has stubbornly insisted upon muddling through on its own.

For state governments in New England, the go-it-alone philosophy has become self-defeating. With populations ranging from half a million to six million, each of the states — with the possible exception of Massachusetts — is inevitably hard-pressed to address the complex social, economic and environmental problems of our times. As a region with 13 million people, however, the six states *collectively* face the prospect of a much brighter future.

By going it alone, the six states have also failed to mobilize their most valuable collective asset — the aggregate intellectual resources of a concentration of independent and state-supported colleges and universities without equal in the world.

In this failure, the political leaders of the states can hardly be singled out for blame, for like them, the leaders of New England's public and private colleges and universities place a premium on independence. Even in this era of contraction, with many in danger of withering away, the region's colleges and universities appear reluctant to collaborate with others to solve their own problems, let alone those of their states. The spirit of the days of untrammelled growth and academic sprawl remains strong.

The future of the six states and their academic institutions alike rests on regional collaboration. To that end, the region's leadership — both political and academic — must invent new regional institutions to supplement, augment, perhaps even replace existing initiatives in each of the states.

As a first step, I propose that the six states together fashion a network of regional research, technical assistance and educational consortia. Each consortium would draw

upon the resources of independent and state-supported institutions. Each would be oriented toward a problem common to the states of the region. Each would be slated to self-destruct and give way to new consortia as new problems emerge. Through the network, the six states would lay a collaborative intellectual foundation for addressing their collective future.

Consortial models for educational collaboration exist throughout New England, mostly at the local level. The Five Colleges of the Connecticut Valley is one good example. At the regional level, the New England Cooperative Extension Consortium has been formed to meet the changing needs of the six states for ongoing education and technical assistance.

Among the many problems that plague New England, four strike me as especially urgent and ready for regional, rather than state-by-state, solution. Each is now being addressed by faculty, institutes and centers in one or more academic institutions in several of the states — without any overall coordination. By pooling the intellectual talent of the larger academic community, New England might again become a leader and innovator in each area.

■ **INTERNATIONAL TRADE:** New England's economic well-being rests heavily on the ability of its small and medium-sized businesses to compete in the contemporary global economy. Yet, universities and colleges throughout the region are rushing helter-skelter into developing competitive, overlapping technical assistance programs to address the need, with little assurance that it is being met at the highest qualitative level.

■ **ENVIRONMENTAL PROTECTION:** The region's landscape is one of its most precious resources, yet one cannot spend a day on New England's highways without wondering how much longer these resources will last. The region's forests, wetlands, saltwater and freshwater environments are all in danger. Meanwhile, academics around New England plug away at research individually and in

Even in this era of contraction, the region's colleges and universities appear reluctant to collaborate with others in solving their own problems, let alone those of their states.

By
David C.
Knapp

small teams, uncoordinated and often underfunded in their efforts to renew and protect New England's natural resource base.

■ **PUBLIC POLICY ANALYSIS:** Across New England, policymaking in areas ranging from education to public finance is in disarray. Spending priorities and the provision of revenue beg understanding. In public affairs research centers and other campus institutes around the region, specialists use advanced computer technology to assess such problems and propose solutions. But they often operate in isolation from one another.

■ **ECONOMIC DEVELOPMENT:** States desperate to rebuild their economies have turned, one by one, to a potpourri of academically based "centers of excellence" and research parks for help, funding them at the margin because they do not command the resources offered by other larger, more prosperous states. Commendable as they may be, these scattered, minimal activities cannot

and will not restore economic vitality to New England.

Regional, problem-oriented, policy collaboration among the states and their colleges and universities will not come easily, given past experience. It will require money from both public and private sources. Even more, it will require governmental and academic self-effacement, dedication and willpower. But most of all, it will require a recognition that old models of government and academia must give way to new ones if New England is to enter the 21st century with the creativity and vitality required for a sound and stable future.

It is said that Thomas Jefferson once asked John Adams whether there was, in fact, a New England. "No, Mr. Jefferson," Adams is said to have replied, "there is no New England. It is only an idea, an image. But someday, it may become more than that." That day may be coming soon.

David C. Knapp is the Ralph Waldo Emerson Professor at the University of Massachusetts at Boston and former president of the University of Massachusetts.

As a first step, the six states should fashion a network of regional research, technical assistance and educational consortia.

An Incentive to Work Together By Dale F. Nitzschke

There is one good reason why it is essential for New England colleges and universities to work collaboratively. A *New York Times* headline related it succinctly in July 1990: "After a Decade of Boom, New England Enters the Worst Recession in the Nation."

As dismal as the news was, and continues to be, the state of the economy offers New Englanders an incentive to work together to solve the problems threatening our quality of life. Such collaborative work is underway in several areas.

For example, the University of New Hampshire in May hosted a regional summit, "Building Regional Rail: The Track to Economic Recovery." The symposium was sponsored in part by UNH's Institute for Policy and Social Research and the Edmund S. Muskie Institute of Public Policy at the University of Southern Maine.

This collaboration was brought about by the recent announcement that New England has an opportunity to stimulate its economy by reviving the rail system between Boston and Portland within the next two years. Federal legislation authorizes spending \$30 million to rebuild the Boston-Portland rail corridor; Amtrak has committed \$20 million for equipment. But this opportunity raises ques-

tions: What environmental impact will the rail service have? Who will manage the system? Can we overcome interstate rivalries to build a vital regional transportation system linking New York and Toronto, Lowell and Providence and Pittsburgh and Portland?

These kinds of issues were addressed at the conference and should be considered by all New England residents, not only policymakers and businesspeople along the Boston-Portland corridor. Transportation policy clearly affects many vital interests in the region, because everyone benefits from reduced transportation costs, increased speed and sound environmental planning.

Cooperative Extension is another area of increasing cooperation. Cooperative Extension programs provide public access to practical, research-based information. What has been an informal collaboration for many years was formalized in January of this year. Now, through the New England Cooperative Extension Consortium, the region's six land-grant universities share educational expertise and services to build economic strength. For example, the six Cooperative Extension programs are sharing a marketing database for fruit and vegetable growers and the forest products industry.

Finally, New England colleges and universities are taking a leadership role in the development of biotechnology: the "new biology." Among other things, biotechnology may lead to solutions to our environmental problems. The six states are relatively small compared with those in other regions of this country. But each has individual researchers and programs that are making significant contributions in the biotechnology area. To form a critical mass, a biotechnology research directory has been created that includes more than 100 of the region's biochemists, engineers, molecular biologists and others. These individuals gathered last November in Portsmouth, N.H., to identify problems and share expertise. Future plans include expanding the directory to include all researchers in the Northeast.

Our colleges and universities share a common purpose: to provide this nation, indeed this world, with an educated workforce. Increasingly, these institutions are working together. What will this lead to? Perhaps a new headline in the *New York Times*: "College and University Collaboration Leads New England out of Recession."

Dale F. Nitzschke is the president of the University of New Hampshire.

Higher Education and the “State” of New England

If New England were a state, it would be a powerhouse. Its population of 13.2 million would place it behind just California, New York and Texas. Even in these tough fiscal times, its general fund revenue of more than \$22 billion would rank third, behind only California’s and New York’s. Perhaps most importantly, given the relationship between higher education and economic potential, the “state” of New England would rank fourth in higher education enrollment, exceeded again only by California, New York and Texas.

New England’s total land area of about 63,000 square miles would rank a rather modest 21st on the size chart. But this compactness is also a plus. Our small size and outstanding transportation network give us access to one another in a way no other region can hope to achieve. We also possess a common and lengthy heritage, with shared struggles and triumphs. During good times and bad, our economic fortunes are joined. And in Washington, our states together boast 12 percent of the U.S. Senate, giving us potential political clout exceeding that of any other region of similar size.

Our leisure time also brings us together. When we vacation out of state, our most likely destination is one of our New England neighbors. And unlike the residents of California, New York or Texas, most of us even root for the same baseball team.

While the fierce independence of the six New England states makes political consolidation unthinkable, our geographic, historic, social and economic linkages make further cooperation inevitable. This cooperation is inevitable because the increasingly competitive global economy offers New England a key opportunity.

While we may lack the climate to compete in agriculture or the energy resources to compete in heavy manufacturing, our wealth lies in the most important determinant of economic success in the 21st century: educated, trained and motivated people.

Our array of higher education institutions and systems — from community colleges right up to our senior research universities — play the lead role in the development of this resource.

This places the New England Board of Higher Education at the forefront of determining the region’s economic future. Through its long and successful history, NEBHE has worked to identify and establish the principal issues that have focused the attention of the higher education community throughout New England and brought about benefits that otherwise would have been missed.

With budgets tight, someone invariably will argue that few funds can be committed to the development and expansion of interstate higher education efforts. How shortsighted! Prosperity does not recognize state borders. State policymakers must understand the need to invest regionally in economic development, and specifically, in the development of one of New England’s most important industries: higher education. Surely, this is the most cost-effective and prudent course.

With NEBHE continuing to provide innovative leadership, the “state” of New England may look forward to renewed vitality in the new economic order.

Americo W. Petrocelli is the commissioner of higher education in Rhode Island.

Our separate states boast 12 percent of the U.S. Senate, giving us potential political clout exceeding that of any other region of similar size.

By Americo W. Petrocelli

THE NATION’S HIGHER EDUCATION REGION

	New England	% of U.S. Total		New England	% of U.S. Total
Population:	13,207,000	5.3%	First professional degrees conferred:	5,109	7.2%
Colleges and universities:	263	7.4%	Research and development expenditures at doctorate-granting universities:	\$1,418,016,000	8.8%
College enrollment:	818,771	6.0%	Patents awarded to major research universities from 1969 to 1990:	1,389	17.0%
Associate degrees conferred:	27,165	6.1%			
Bachelor’s degrees conferred:	82,733	7.9%			
Master’s degrees conferred:	29,584	9.2%			
Doctoral degrees conferred:	3,060	8.0%			

A Policy of Conscious Regionalism

When a Massachusetts high-tech worker loses his or her job, the Vermont ski resort operator and the Maine lobsterman feel it. So do the New Hampshire appliance dealer and the Connecticut power company. New England's current state of economic disrepair — like its earlier boom — has reconfirmed the reality that the six New England states are economically interdependent. The region's state governments and businesses must adjust their behavior now

to conform to what economists and demographers have known for years: New England cannot prosper as six isolated states, each charting its own economic course. What's needed is a policy of conscious regionalism.

This requires shifting away from the basic presumption that each state, as a matter of course, should act on its own. Instead, the operative presumption should be that a regional approach is always superior to separate state responses unless proven otherwise. One way to begin to implement this policy is for the six states to pass compatible laws and promulgate uniform regulations. For example:

- All the New England states have environmental and land-use laws aimed at preserving and honoring the environment in a practical and efficient manner. Yet each state employs very different means to achieve these goals. In fact, even the level of government that has jurisdiction over land use varies from one New England state to another.

- Products approved for sale in one New England state may not be approved in another. Product dating and packaging laws also vary by state. But why? Could the consumers of Vermont really require a higher level of protection than the consumers of Rhode Island?

- Most businesses face a certain set of requirements in one New England state and equally mandatory, but inconsistent, requirements in neighboring states. For example, power companies use herbicides to clear the rights of way through which their transmission lines pass. But at each state boundary — indeed, at most town lines — rules governing herbicide use change. The issue is not whether herbicide use should be regulated. The issue is whether it should be regulated differently by each jurisdiction.

Professional licensure is another area where a regional approach would yield dramatic economic benefits. But a combination of parochialism and fear of competition has created barriers to practicing professions in more than one New England state. There should be a presumption that every accountant or nurse licensed in Rhode Island is qualified to work in New Hampshire and vice versa. In fact, regulation of many other professions also should be regional. Regional licensure would allow small firms to operate across state lines and allow national companies to move

staff more efficiently from one office to another.

Because we cling to parochial differences, the many corporations now selling into New England as a single market are forced to operate less efficiently — and to some degree, less effectively — than if they were operating within a single state. The result is a clear disincentive to operate in New England, compared with, for example, Texas or California, which have similar populations, but simpler governmental systems because they are single states.

As the countries of Western Europe have realized, economic cooperation leads to economic power. For New England, the alternative to regionalism is a slow but inescapable decline into economic marginality, with the six separate states ultimately becoming parts of a large, quaint Colonial theme park visited by tourists from more prosperous states and nations.

In short, we need laws that support the regional aspect of our lives. Of course, not all activities can be managed or regulated on a regional basis. Maintaining historic districts, for example, should remain local; each community's history and purposes in creating such districts are distinct. But regionalism should be the norm. The burden should be on those who seek separateness to justify the differences proposed.

Yet too often, we still see the opposite of a regional approach. Each state seeks a marginal advantage over its neighbors, with no concern about whether short-term, local gains eventually will be outweighed by long-term, regional losses.

Exhibit A could well be New Hampshire's 1991 "Seabrook" tax. The state replaced a longstanding tax on the generation of electricity with a state property tax on the Seabrook nuclear power plant, coupled with a clever credit scheme designed to shift most, if not all, of the new tax onto the shoulders of electricity users in the other New England states.

New Hampshire's effort to export its tax burden to other states has elicited a predictable response: Legislatures in the other New England states are trying to conjure up ways of taxing only people who have no votes. Such retaliatory taxes will ensure that no state ultimately realizes a

The operative presumption should be that a regional approach is always superior to separate state responses unless proven otherwise.

By
Edward A. Schwartz

New England's legislatures are trying to conjure up ways of taxing only people who have no votes.

net gain. Furthermore, the resulting patchwork of discriminatory taxes will distort the working of relevant markets. Distorted markets lead to economic irrationalities, which in turn, mean that the region as a whole will be worse off than when the cycle began.

The 1990 amendments to the federal Clean Air Act offer New England a superb opportunity to act as a region. While the federal law requires each New England state to adopt an implementation program over the next few years in order to improve the region's air quality, it leaves ample room for regional solutions. Yet currently each New England state is developing its own *unique* package of emission controls, auto testing, highway and mass transit programs and other strategies. That's crazy.

Can't we find a single program that is sufficiently beneficial to be applicable to the entire region? We all breathe the same air in New England. Connecticut car exhaust blows over Massachusetts. Today's emissions from Massachusetts power plants are in Maine lungs tomorrow. The benefits of a single regional strategy for meeting the stringent deadlines of the clean air amendments plainly outweigh the dubious gains that might result from allowing each state to experiment with its own program.

One promising clean air strategy is the creation of a "market" in air emissions. Under this strategy, once the federal government determines what level of emissions is acceptable, companies bid for the limited available emission rights. Such a system ensures that the air is cleaned by shutting down only the least valuable sources of pollution. But for such a system to work, the "market" must be suf-

ficiently large, so the "right" will have some real value. Because of the small scale of the New England states, only a regional market will work. We should be creating that market today.

Finally, New England must address regional issues in a proactive manner. One way to do this may be through regular meetings of the six attorneys general. True, the New England governors meet periodically to address regional problems. But their efforts are mostly reactive and are not seen as having a major impact. Why would the AGs be more effective? Because generally, they are less political; their mix of party affiliations presumably would not hamper their ability to work together on regional problems.

Ironically, one illustration of the New England AGs' willingness to cooperate is clearly "anti-regional" in nature. Three of the AGs have filed suit to stop New Hampshire's Seabrook tax. Still, had all six worked together regularly, this divisive situation may have been averted.

Part of New England's charm to natives and visitors alike is the lingering nostalgic air of times gone by, from the Georgian townhouses on Beacon Hill to the covered bridges in Vermont and Maine. Nostalgia is good, but today's problems call for new solutions. Regionalism is one of those solutions, and we cannot allow pride in our past to blind us to our duty to the future, nor permit our state pride to obscure our regional interdependence. Our children will live in a totally interdependent New England. We should recognize that reality today.

Edward A. Schwartz is the president of the New England Legal Foundation.

Stop the Regional Bickering

During the past 12 years in which I have been privileged to serve in the Massachusetts Senate, I have been struck by the importance of cooperation. The state's universal health care bill would not have passed without representatives of conflicting interests willingly setting aside some of their private concerns for the public good.

Recent budget problems would still be tormenting Massachusetts if the Legislature and the governor had not found a way to work together despite differences in

party and philosophy. I am proud of these moments in my career and will miss them when I leave office at the end of this year.

Still, all too often government fails and citizens suffer because cooperation cannot be achieved. This is especially true at the interstate level. The New England states fight over tax policy or renege on regional commitments, creating distrust rather than cooperation in the region. It

is time to stop the bickering and act regionally to solve the pressing problems we face.

For example, the "not in my backyard" phenomenon has grown exponentially in recent years, crippling many bedrock functions of government. NIMBYism may mean prisons cannot be sited — or sited prisons cannot open — leading to early release of dangerous prisoners. Airport construction is stopped or delayed, threatening the future

**By
Patricia
McGovern**

of our economy. Sewage treatment plants and landfills cannot be developed, causing our waste problems to mount.

One solution to this problem could be a regional siting process allowing the New England states to share the burden of unpopular facilities. One state, for instance, might object to the construction of a new international airport, but be willing to accept additional prisons instead. In this way, the burden on any one state would be reduced.

Western Europe, despite some ongoing difficulties, is showing us how a regional approach to economic development can work. That part of the world has been devastated time and again by hundreds of years of conflict, border struggles and war. But it is now trying to overcome cultural, religious, political and language barriers to create a unified economic market. Western Europe may be the economic star of the next century if its people focus not on their differences but on the things they have in common.

Contrast Western Europe's positive approach with the lack of any meaningful cooperative response to economic problems here in New England. Throughout history, the six New England states have prospered together in good times and suffered together in bad times. The industrial revolution of the 1850s created vibrant mill towns all over the region. The southern flight of the shoe and clothing manufacturers through the 1950s nearly reduced these communities to ghost towns. In the 1980s, our good fortune was not only a "Massachusetts Miracle," but a New England economic boom. And in the 1990s, the entire region is suffering a more severe recession than the rest of the country. It has affected every aspect of our lives — closing banks, causing home prices to fall and reducing the amount of money we have to spend. This recession has stolen our jobs and it's wrecking our morale.

Yet, living in Lawrence, Mass., on the New Hampshire border, I see Massachusetts and New Hampshire continuing to dwell on their differences. We fight about politics. We try to lure business away from each other. We wage media wars over image and taxes. In the end, these squabbles accomplish little. All we do is create anger over an invisible line.

Regional cooperation is possible in this country, not just in Western Europe. The Southern Growth Policies Board, established in 1971, is a working alliance of 13 Southern governors and the business community. It speaks with one voice, inviting the rest of the country and the world to rediscover the South as a place in which to live, work and invest. This joint business and government venture has paid off in tangible economic progress and an attractive image for the region: the "New South."

In a similar vein, the six New England state governments have an opportunity to join together with the business community to create a regional plan promoting New England as a desirable area for economic investment. It is time we realized that our competition comes not from one another, but from other regions of the country and other parts of the world.

If the business leaders of the six states, the governors, our 12 U.S. senators and entire congressional delegation were to get behind a regional plan, it just might move forward. The regional plan must build on our strengths and minimize our weaknesses. We will never be rich in natural resources, so we will never compete for industries that locate near such riches. New England, however, has many competitive advantages that we should not overlook.

Perhaps our greatest strength is brainpower. We have many of the best private and public institutions of higher education in the world, as well as the best teaching hospitals and other research institutions. We are a mecca for students from across the United States and around the globe. We produce graduates with advanced scientific and technical degrees at twice the rate of the rest of the country. Many of these graduates settle and raise their families here. These newcomers provide a continual infusion of new talent that is our greatest source of economic hope.

Our highly educated workforce has traditionally attracted cutting-edge companies to locate and grow in the region. That tradition dates back to before the turn-of-the-century, when New England was a leader in the manufacture of precision instruments like clocks and rifles, in addition to its strength in traditional manufacturing industries such as textiles and shoes. More recently, New England has become a leader in high technology, particularly computer software and hardware, electronics, defense-related manufacturing, precision medical instruments and biotechnology. Despite some recent difficulties, these industries remain our lifeblood.

New England also has been strong in the fields of finance and insurance: Hartford, Conn., is acknowledged as the "insurance capital" of the United States. In addition, New England is in close geographic and "business" proximity to New York City, the country's acknowledged financial center. These are key assets for the region's small and growing companies, which need financial and insurance support. But more could be done. For example, a New England small business health insurance pool could be created to reduce insurance costs.

While New England may be physically distant from much of the American market, it is a logical point of entry to the growing European market. The region's location on the Atlantic coast, plus its strong financial and business-related services and export-oriented economy all make it an important point of entry. By combining their resources and working together, the New England states could better position the region as an important center in the increasingly global economy.

Finally, New England is a convenient tourist destination. It is close to major U.S. population centers. It offers abundant scenic beauty, including mountains, lakes, forests and a lengthy ocean coastline. Its tourist industry is active year round. And the region is famous for its long history and fine historic sites. Yet New England currently lacks a regionwide marketing strategy to let the world know about these assets.

To make matters worse, our recent economic ills have

We fight about politics. We try to lure business away from each other. We wage media wars over image and taxes.

We must awaken from our political coma and go about the business of revitalizing the region in preparation for the new century.

apparently so stunned the body politic that we are letting our future slip through our fingers. We have not invested sufficiently in our brainpower advantage. As a region, we must ask: How good are our primary and secondary education systems? Are our public higher education systems maintaining an adequate level of access and quality?

We must awaken from our political coma and begin revitalizing the region in preparation for the new century. We must devise a united approach to attract jobs and new business to New England — an approach that considers both our immediate and long-range concerns.

Certainly, we have more that brings us together than we have that tears us apart. From Colonial days, New England has been a distinct region. Our climate, our culture and our society are unique.

In the early part of this century, U.S. Sen. Henry Cabot Lodge Sr. of Massachusetts wrote: “New England has a harsh climate, a barren soil, a rough and stormy coast and yet we love it, even with a love passing those of

dwellers in more favored regions.”

But I fear that we have forgotten our commonality. We have allowed ourselves to be mired in a family fight, not realizing that the threat is not from within, but from without. Since the 1940s, New England has lost thousands upon thousands of people and jobs to other parts of the country. We’ve lost six congressional seats. But we are not joining together to fight back.

Our political leaders must unite with our business leaders. We must involve banking, high technology, health care, higher education, manufacturing and small business in a coordinated and focused effort to bring New England back from the current recession and restore jobs and security to our people.

We need a new spirit of commitment and cooperation. Above all, we must remember our common bonds in order to fight for our future.

Patricia McGovern is the chairwoman of the Massachusetts Senate Committee on Ways and Means.

A Common Economic Destiny **By Thomas P. Salmon**

More than two centuries ago, Benjamin Franklin wisely reminded the 13 original states, “We must all hang together or most assuredly we shall all hang separately.”

Today, against the backdrop of New England’s economic downturn, these words are a haunting refrain. We are not islands. Despite our singular quests to maintain individual state identities, international, national and regional forces suggest the wisdom of marching to the beat of an interstate drummer.

The most compelling case for regional cooperation involves our economic destiny. We must find ways to stem the decline of manufacturing jobs, build our export capacity, enhance our image as an attractive business climate, restructure K-12 education, fulfill a commitment to reliable, competitively priced energy and build a sound research university-based infrastructure central to our long-term destiny. These are collective tasks, not the jobs of six individual states.

Three regional organizations with which I have had long-term, intimate working relationships represent the best hope to serve the region’s needs. First among equals is the New England Gov-

ernors’ Conference. Our six governors represent the premier policy decision-makers who must engage our multifaceted challenges aggressively and cohesively. The New England Council, meanwhile, is our largest and most influential regional business association. Its network of quality companies and senior corporate managers provides the framework for regional focus in the business community. And the New England Board of Higher Education is a dynamic regional entity with a long record of enhancing higher education opportunities and fostering the efficient use of resources among New England’s public and independent colleges and universities. The board has helped us all more clearly understand the inextricable relationship between New England higher education and economic development, as we move through this frightful recession.

This trioka of organizations cannot be permitted to wither on the vine of budget-cutting as usual. These entities form the glue that holds us together as we

retool for an even greater destiny. Each must remain strong and focused.

Indeed, now is the time for these institutions to collectively rekindle the fires

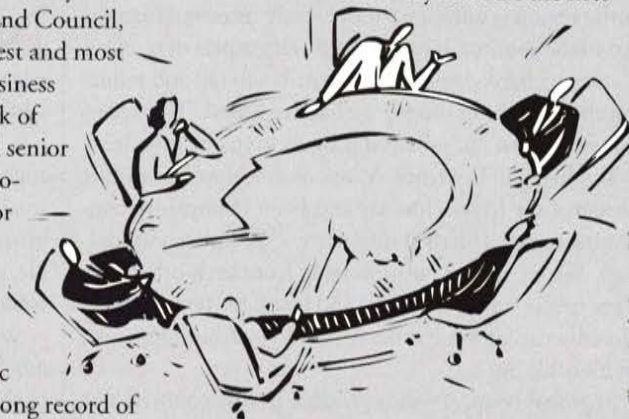


Illustration by Lauren Schauer.

of hope and renewal as we chart New England’s place in the next century.

New England is down, but not out. Our assets are profound. An unparalleled core of institutions of higher learning tops the list. Ours is a long-term legacy of prosperity forged on the anvil of entrepreneurship, an adaptive spirit and high quality of life. This region must endure.

Thomas P. Salmon is the interim president of the University of Vermont and former governor of Vermont.

Bioregionalism: Cooperation for New England to Live By

In compact, picture-book New England, where action through accommodation of others has been a way of life for more than three centuries, regionalism would seem to be a well-accepted practice. Not always, however. Regional cooperation is especially important in managing natural resources and the environment. On the one hand, the most significant resource issues — air, water and living resources — tend to be transboundary in character. On the other hand, efforts to address such problems usually are based upon fixed

political jurisdictions. “Life-places” and political places rarely coincide. What is now called *bioregionalism* — the management of natural resources and the environment in transboundary settings — could resolve the conflict.

But bioregionalism has not fared well in New England over the years. New England’s patchwork of subregions of varied character, the small-enterprise ways of living and thinking and the shrewd, self-restrained and self-reliant nature of the native New Englander all combine to make it difficult to win acceptance of arrangements outside conventional jurisdictional boundaries.

In 1934, for example, with the encouragement of the New Deal’s National Planning Board, the six states formed the New England Planning Commission (NEPC). In the course of its investigations, the commission furnished New England with some of the country’s earliest technical reports on water resources for entire river valleys. When World War II intervened, the NEPC was allowed to lapse. It was never reconvened.

In 1950, an initially reluctant New England became an active participant in a federal survey of natural resources conducted by the New England-New York Interagency Committee (NENYIAC) — an effort that by 1955 produced a 40-volume series of reports on water and related land resources. No institutional follow-up occurred here, either.

In 1967, yet another attempt at federally assisted, resource-based regionalism took place with the creation of the New England River Basins Commission (NERBC). For 14 years thereafter, New England had in place a superb, federal-state natural resource agency whose heritage of comprehensive plans is still the foundation of action today. But when the Reagan administration took office in 1981, the NERBC and other regional commissions like it had their federal charters revoked.

New England has also developed regional mechanisms of its own for natural resources and the environment. The device most frequently employed has been the inter-

state compact, which is entered into by each affected state, then sanctioned by the U.S. Congress under the provisions of Article VI of the Constitution. Seven formal natural-resource compacts have been adopted: three for flood control (the Connecticut, Merrimack and Thames rivers) and one each for pollution control, forest fire control, marine fisheries and the restoration of Connecticut River Atlantic salmon. A generic Northeastern Water and Related Land Resources Compact was accepted in 1959 by a majority of the New England states, but failed to receive subsequent congressional approval. (U.S. Sen. George Aiken of Vermont, a former governor with long memories of the turbulent years of national flood control in Vermont, adamantly opposed a compact that would include federal agency representatives.) A New England Interstate Planning Compact, adopted by four New England states in 1967, was never activated. By then, federal-state agencies such as the New England Regional Commission and the NERBC seemed to be supplying most of the needed regional services.

Bioregionalism has also been attempted in less formal ways. Two of the most successful regional arrangements have been the Northeast States for Coordinated Air Use Management (NESCAUM) and the Northeast Waste Management Officials Association (NWMOA). These are comprised of state administrators who have found it expedient to work together to coordinate actions in environmental fields. A New England-New York Water Council — the successor to the NENYIAC and NERBC — and the New England states’ Committee on the Environment operate under the auspices of the New England Governors’ Conference. These entities effectively bring together the interests and resources of the states, but do not provide for the direct participation of the federal government — the virtue of the earlier federal-state agencies.

There have been important regional developments on the private side, too. The New England Council, the self-styled “town meeting of New England business that nev-

The Vermont or New Hampshire North Woods native and the Connecticut suburbanite are worlds apart when it comes to agreeing on priorities for the Connecticut River Basin.

By Charles H.W. Foster

The key to regional success is influence, rather than authority.

er adjourns,” includes natural resource committees that have been active in environmental areas. Private watershed associations have arisen in many of the region’s river basins. A New England Land Conservation Study Group — operating since 1985 under the auspices of the Cambridge, Mass.-based Lincoln Institute of Land Policy — has a special interest in bridging the activities of the public and private sectors and facilitating the work of New England’s burgeoning land-trust movement.

After more than six decades of experimentation, what has New England learned about life-place, regional cooperation? And in particular, what seems to make bioregional organizations succeed or fail?

First, it has been noted that regions do not have truth — only utility. Problem-solving is what regions are all about. They are merely the rationale for getting something done. And so, the initial requirement for a successful regional effort is to have a node of some sort — a resource, a problem or issue, a needed service or some galvanizing or symbolic feature or event — around which a regional program can form.

Second, the dimensions of the proposed region must be defined. All of New England is one obvious scale, facilitated as it is by geography, a tradition of six-state cooperation and the influences of a common culture and history. But for bioregional resources, the scale problems can vary widely. Living systems typically ignore conventional boundaries — whether the boundaries delineate one town or six states. Rivers flow with impunity across municipal, county, state and even national boundaries. The airshed affecting New England extends clear to the Midwest. Migratory animals like waterfowl and Atlantic salmon have home ranges encompassing many thousands of square miles and crossing sizable numbers of jurisdictions. In terms of definition then, it is the core of a region that is important. The boundaries are little more than functional edges. Yet, too many regional efforts get bogged down in political conflicts over where to draw their borders.

Third, good regions have a quality characterized as a human sense of place. Place consciousness describes not only where people are from, but where they wish to go. It is the essence of the human commitment to making conditions better. The strongest sense of place is apt to be reserved for the most intimate set of place connections. Thus, place must start small before it can be aggregated into larger configurations. What this means for New England is that regional enterprises must be scaled appropriately if they are to succeed. It explains why activities that are New England-wide in nature do not always work well. The Connecticut River, for example, traverses four states in its 280-mile journey from the Canadian border to Long Island Sound. Despite the hydrologic interconnections, the Vermont or New Hampshire North Woods native and the Connecticut suburbanite simply are worlds apart when it comes to agreeing on priorities for the river basin.

A fourth area of concern is how the regional program or institution comes into being. It should be focused initially on a single issue and only later broadened into a comprehensive program. A governmental initiative can be helpful as long as it does not lock the effort irretrievably into specific functions and responsibilities, thereby leaving no room to address later, unforeseen events. In general, a viable regional effort cannot form until good leadership arises, there is a general subscription to its purposes and a need for its services materializes. The right timing is particularly crucial, for successful bioregional institutions are more likely to be the products of fortuitous or compelling circumstance than of careful design.

The final element relates to what the regional group does and how it operates. A clear definition of mission usually will help. But put simply, the region must select activities that are always visible, tangible and doable. To avoid being self-serving, it should strive to meet the needs of its community only when and as that community defines them.

The successful regional organization typically will be modest in size and have virtually no authority. This will prevent it from becoming a competitor and threat to its component jurisdictions. A regional initiative, however, must always be formed with the active participation of a majority of the region’s key leadership elements and be able to employ them on its behalf. Thus, the key to regional success is influence, rather than authority. By skillfully exercising its *de facto* power, the right kind of regional institution can become enormously influential.

Charles H. W. Foster is a faculty member at Harvard University’s John F. Kennedy School of Government. He is a former Massachusetts secretary of environmental affairs and former dean of the Yale University School of Forestry and Environmental Studies. He is the author of four books in a New England case study series, entitled Experiments in Bioregionalism.



Sowing Cooperation in the Northern Forest

The character and vitality of New England long have rested on the foundation of a sustainable economy, a commitment to education and learning and a healthy, accessible environment. All three are now severely threatened. Our chances of ensuring at least a sound environment and sound economy depend critically on regional cooperation and action. Yet substantial obstacles stand in the way. The future of the 26 million acres of the region's Northern Forest is a case in point.

Comprising roughly the northern half of Maine, the northern quarter of New Hampshire and Vermont and the northern third of New York — a total area about five times the size of Massachusetts — the Northern Forest is the largest area of undeveloped forestland remaining in the eastern United States. Home to hundreds of species of wildlife, the Northern Forest also forms the headwaters of all of New England's major rivers. It is a vital asset for the region's recreation and tourism industries, the source of a billion-dollar-a-year timber economy and home to nearly 1 million people. The Northern Forest is important for another reason: It is the last remnant of a wilder New England.

Yet the Northern Forest may not always be there — at least not as New Englanders have known it for centuries. Eighty-five percent of the forest is privately owned — and half of that by a dozen or so multinational corporations such as Champion International, Scott Paper and James River Corp. While such concentrated ownership may have been fine in the days of horse-logging and local timber markets, the economics of owning and managing timberlands has changed dramatically over the past 30 years.

For the first time ever, much of the land in the Northern Forest is worth more for its development potential than for its timber potential. Especially in more accessible parts of the Northern Forest, landowners driven to maximize short-term returns are being forced to sell mountainsides and lake and river shorelines — the very lands that are most important for wildlife habitat, clean water supply and public access. As a result, the historical peace between the economic and environmental values of the Northern Forest is threatened. Further, changes in timber harvesting economics and technology — starting with the switch from crosscut saws to chainsaws in the 1950s and progressing to the use of feller-bunchers, herbicides and bulldozers in the 1990s — have led to vastly larger clearcuts and plantation forests in the Northern Forest, especially in

Maine. The traditional concept of a “working forest,” in which sustainable forest management can peacefully coexist with vigorous forest-based tourism and healthy forest ecosystems, is at risk.

Diamond International Corp.'s 1988 sale of nearly 1 million acres of land in the Northern Forest — including hundreds of thousands of acres bought by speculators and developers — heightened awareness of these trends. Recognizing that threats to the Northern Forest must be addressed regionally, the governors of Maine, New Hampshire, Vermont and New York created the Governors' Task Force on Northern Forest Lands. The governors also successfully petitioned Congress, with the aid of Sens. Patrick Leahy of Vermont and Warren Rudman of New Hampshire, to establish and fund the Northern Forest Lands Study to help the task force. At the conclusion of the study in 1990, the governors and Congress jointly established a successor: the Northern Forest Lands Council (NFLC).

During the same period, conservationists throughout New England and New York began to meet regularly to discuss interstate approaches to protecting the Northern Forest. From these efforts eventually grew the Northern Forest Alliance (NFA), now comprising 25 state, regional and national conservation organizations.

The NFLC and the NFA have provided complementary public and private mechanisms for protecting the economic and environmental resources of the Northern Forest. But predictably, both groups have encountered significant challenges in working across state lines. In both cases, these challenges stem from different perceptions of the problem, the different cultures of the four states and the absence of established avenues for interstate cooperation on land-use issues.

That there are different perceptions of the problem is hardly surprising. In an area stretching from the Atlantic Coast almost to the Great Lakes, there are bound to be differences. Maine representatives to both the NFLC and the NFA have stressed that the real estate development

The traditional concept of a “working forest,” in which sustainable forest management can peacefully coexist with vigorous forest-based tourism and healthy forest ecosystems, is at risk.

**By
Stephen D.
Blackmer**

pressures facing more accessible parts of New Hampshire's, Vermont's and New York's Northern Forest are not relevant to northernmost Maine. Conversely, timber harvesting practices that are devastating northern Maine are not widespread in the rest of the region.

In both the NFLC and the NFA, representatives from the other states have spent great effort wrestling with the question: "Why is Maine being so difficult?" Of course, the more appropriate question is: "How is Maine different?" While Maine does face the threats of subdivision and development in the more southerly parts of the Northern Forest, speculation is a remote danger in the heart of Maine's North Woods — the area west and north of Baxter State Park.

NFA participants have recognized that in northern Maine, threats from development are not as relevant as threats from timber harvesting practices. But NFLC members have been much slower to acknowledge threats stemming from timber harvesting. This may be because such practices traditionally and legally have been the realm of the individual states, and state identities tend to be stronger among NFLC members. Further, some members of the NFLC are closely allied to the timber industry, so are unlikely to criticize the industry's practices.

In the area of land use — also traditionally the province of the separate states — learning to work together to address common problems is particularly difficult. Each state predictably inclines toward the most familiar techniques and is leery of those that are unfamiliar. The different cultures and histories of public land ownership and land-use regulation present challenges to cooperation for both the NFLC and the NFA. For example, New York

has a strong tradition of state land ownership in the Adirondack Park and a recent history of state land-use regulation; it tends to favor these approaches. Meanwhile, Vermont and New Hampshire both have strong histories of federal lands, with the Green and White Mountain national forests, but also have had little or no statewide land-use control. Maine has the smallest percentage of public land ownership in the nation, with particularly little federal land. But Maine also has a relatively strong history of state land-use regulation in the Northern Forest. These differences lead to different assumptions in each state about what means should be used to protect threatened lands.

Despite the many impediments to regionalism, though, the Northern Forest effort is more noteworthy for its successes in interstate cooperation than its failures. Two keys to cooperation have enabled both the NFLC and the NFA to overcome challenges presented by clashing perspectives, cultures and traditions. First, participants in both groups have worked hard to agree on common goals to protect the environment and economy of the entire Northern Forest. Second, both have recognized that each state may use different methods to achieve these common goals, as well as seeking new regional approaches.

The threats to the Northern Forest are real and immediate. But if we act together, these threats — like the other environmental, education and economic challenges we face — appear less daunting.

Stephen D. Blackmer is the director of conservation programs at the Appalachian Mountain Club.

Regionalism or Parochialism?

When times are tough, it is common — perhaps even understandable — for states to adopt a parochial attitude. Looking out for No. 1, they gracefully excuse themselves from regional approaches to solving many of the problems associated with the recession.

Without a doubt, New England governors and legislators have had their backs to the wall dealing with shrinking revenues, failing businesses, a collapsed real

estate market, high unemployment, rising fixed costs and difficult budget cuts. Policymakers have had to take care of business at home. But where's the broader vision?

As the recession took hold, teams in each state huddled to come up with their own game plans. Little effort was made to look beyond state borders at the region as a whole. Yet there is every reason to do just that. Beginning in 1989 and continuing into the 1990s, the clearest indication of the relentless New England recession was the unprecedented rise in unemployment in all sectors. Although states

could point to their own dire statistics, the overlapping labor markets in the region seemed to escape notice.

Consider the case of the Portsmouth Naval Shipyard located in Kittery, Maine. Shipyard workers live under the threat of continuing layoffs due to declining defense work. In 1990, out of the more than 9,000 shipyard employees, 5,008 were from Maine, 4,397 from New Hampshire and 250 from Massachusetts. Just as the closing of Pease Air Force Base a few miles away in Newington, N.H., affected the economies of the New Hampshire

**By
Carolyn
Morwick**

Seacoast, Maine and Massachusetts, layoffs at the shipyard have a ripple effect across the three states. Yet there has been no significant regional response to the layoffs, let alone a larger regional plan to convert New England defense industries and National Guard jobs to peacetime purposes.

Transportation is another regional issue. Who would claim that New England's interstate highways, airports and rail lines are not key factors in attracting business, jobs and tourists to the whole region? Or that Logan International Airport in Boston is not the main point of entry for visitors to New England from abroad? No one perhaps. Yet these assets are not always viewed from a regional standpoint.

Airports in New Hampshire and Rhode Island have experienced significant increases in ground and air traffic, partly because it is difficult for New Englanders outside eastern Massachusetts to use Logan. The Massachusetts Aeronautics Commission has recommended a second major airport for Massachusetts. Meanwhile, the Pease site, because of its size and location, could play an important role in relieving congestion at Logan and regionwide. Yet regional cooperation to redevelop Pease for civilian use has slowed to a snail's pace.

And then there are the trains. Lately, there has been a renewed effort to promote a high-speed train between Boston and New York City. This discussion is 20 or more years old. The topic resurfaced when hearings were held on the plan to depress Boston's Central Artery — another transportation project with clearly regional implications. At these hearings, Trainriders Northeast of Portland, Maine, made a case for reviving a Portland to Boston passenger rail link which would improve north-south travel for many in New England.

In addition to creating jobs and moving goods and services in and out of New England, a sound multimodal transportation system linking the six states could attract more visitors to the region. But for the most part, attempts at regional solutions to transportation problems have been stymied by parochialism. The proposed revival of rail service between Portland and Boston is no exception. At a recent conference of 200 transportation officials held at the New England Center in Durham, N.H., New Hampshire's transportation commissioner dismissed the proposed link as ill-conceived. The commissioner has lobbied against the proposal as well as a request that New Hampshire contribute one-third of the funding toward the project, which could provide passenger service to the New Hampshire communities of Exeter, Dover and Durham.

U.S. Senate Majority Leader George Mitchell of Maine, who participated in the conference, seemed surprised to learn of the objections. He noted that no member of Congress from Massachusetts, New Hampshire or Maine had ever told him of opposition to the project.

Moreover, stepped-up cooperation could allow the New England states to do more with fewer resources. For example, while everyone is fond of touting tourism as

a way to raise needed revenue, each New England state has cut or level-funded budgets for tourism promotion. Considering that everyone else in the world knows these six states as New England, what is wrong with taking a small portion of each state's budget for tourism and using a cost-effective approach to market the region?

Similarly, when money is available, each state sets up its own booth at foreign trade shows to encourage foreign investment and attract businesses. *When money is available.* Wouldn't it make more sense for the states to pool their resources and sustain a "New England" booth in good times and bad?

Additionally, New England's 260-plus public and private colleges represent the largest concentration of such institutions nationwide. If New England's workforce is to meet new economic challenges, it makes no sense to limit access to public higher education by cutting state support and raising tuition and fees. But every New England state has done so.

Public colleges and universities depend to a great degree on increasingly scarce state funds. They cannot plead separate cases in each state without risking quality, accessibility — and survival. If all of New England depends on educated workers, then lawmakers, governors and educators must begin to explore the possibility of a New England public higher education funding compact. Unless something is done, many students will find themselves priced out of a college education and a future.

There have been vehicles to keep these kinds of issues before the region's policymakers and the public, namely regional agencies such as the New England Governors' Conference, the New England Board of Higher Education and the Caucus of New England State Legislatures. In the mid-1960s, President Lyndon Johnson established federally funded regional commissions as part of the Great Society. In its heyday, the New England Regional Commission (NERCOM) combined the efforts of dozens of staffers, the six governors and a federally appointed cochairman. But in 1981, just as NERCOM completed a major regional development plan, the Reagan administration abolished the regional commissions. The New England Governors' Conference took up NERCOM's workload with approximately one-fourth the staff. Recent cuts have reduced the Governors' Conference staff to four full-timers.

Other regions of the country have consistently funded agencies to advance their cause within their own regions and at the national level as well. But since the dissolution of the New England Congressional Caucus in the mid-1980s, New England has been without a broad-based regional organization in Washington.

Inevitably, the lack of interest in a regional approach to federal relations, as well as economic development, energy, education, health care, transportation, labor market forecasting and other issues will bring forth a great wizard who will profoundly express the need for regionalism. Then we will try to recreate what we had to begin with.

Carolyn Morwick is the executive director of the Caucus of New England State Legislatures.

For the most part, attempts at regional solutions to transportation problems have been stymied by parochialism. The proposed revival of rail service between Portland and Boston is no exception.

New England's Brainpower Compact

The New England Board of Higher Education has been expanding educational opportunity and encouraging collaboration for nearly 40 years.

By Jennifer McCauley

WASHINGTON – Congress today urged the president to take action to bring the economy out of the recession, which has hit New England particularly hard. ...

BOSTON – Sen. Kennedy today proposed that a conference be held to address the migration of businesses from the region. ...

AMHERST, MASS. – The provost of the University of Massachusetts — citing the more than 5,500 students the college was forced to turn away from its freshman class — today called for increased investment in public higher education. ...

The news items sound familiar, but they are hardly recent. In fact, they are from 1954. The president was Dwight D. Eisenhower, the senator was John F. Kennedy and UMass enrollment was less than a sixth of its current 26,000.

It was also that year that Massachusetts Gov. Christian Herter, spurred on by a lingering recession and budget difficulties,



Illustration by Lauren Scheuer.

sought to create an interstate group that would encourage the sharing of New England's academic resources.

Nearly 40 years later, the entity Herter and his contemporaries envisioned is credited with establishing and maintaining the nation's foremost interstate higher education exchange program, conducting prescient research on links between higher education and emerging industries such as biotechnology, and instilling in New Englanders the general notion that higher education is an investment, rather than an expense.

The situation facing New England in the early 1990s is strikingly similar to the one that confronted the region in the early 1950s. While the rest of the country was enjoying a postwar building boom, New England slid into economic decline, dragged down partly by the continuing migration of the textile industry to the South. While other states and regions were building new factories, office buildings and universities, many New England facilities were closing down.

Then, as now, New England hosted an unparalleled concentration of colleges and universities. But higher education opportunities — particularly at the region's public institutions — were more limited than those available to today's students. In the early 1950s, there were approximately 175 colleges and universities in New England; less than a quarter of those were public institutions. (Today, New England boasts 263 institutions, about 90 of them public.) And no mechanism existed to expand or coordinate educational opportunities on a regional basis. In 1954, the University of Massachusetts was able to accommodate only 18 percent of the 6,700 students who applied for admission

to its freshman class, while a study that year showed that about 4,000 graduates of the Massachusetts high school Class of 1952 — nearly equal to the entire UMass enrollment at the time — had left the state to attend college elsewhere. The only New England state with a public medical school was Vermont.

Short of funds, the states needed a way to increase and diversify educational offerings. They entered into the New England Higher Education Compact, designed to expand educational opportunities and foster cooperation among the region's colleges and universities. Authorized by the U.S. Congress in 1955, the compact established the New England Board of Higher Education (NEBHE) as a non-profit organization comprised of 18 delegates — three from each of the six states — drawn from the legislative, business and education sectors. (The board was later increased to its present size of 48 delegates, with eight from each state.)

While each state would have equal say on the board, NEBHE's legally binding annual assessment was comprised of a flat fee plus an amount based upon the state's population. Thus, while Rhode Island's contribution to the NEBHE budget would be much less than that of Massachusetts, Rhode Island would have an equal voice in determining NEBHE policy. In addition, the founding governors included a clause in the compact requiring any state wishing to withdraw from the agreement to formally provide two years' notice to the sister states.

"It was very clear that the governors wanted to create an agreement that the states and subsequent governors could not break every time they hit a bump in the road," says NEBHE President John C. Hoy. "They had all been around

"It was very clear that the governors wanted to create an agreement that the states and subsequent governors could not break every time they hit a bump in the road."

Looking for a Regional Bull Session **By Bennett D. Katz**

New England, in every sense, is a region. It is distinct, compact and historically viewed as a region. But in these days of dreadful budgetary challenges — just when we should be demanding more interstate cooperation — regional programs are prime candidates for spending cuts.

It is time for us to rethink regionalism and the potential for effective cooperation. We approach the 21st century with expanded demands and reduced resources. Pursuing the status quo will pull us all down. Incremental change is for the timid. Just concentrating on fine-tuning will cause us to miss exciting opportunities.

Every New England governor of the past 15 years has spoken glowingly of the benefits of interstate cooperation. And they all have understood the very consid-

erable savings produced by the New England Board of Higher Education's Regional Student Program (RSP) — the most successful, rational, cost-saving interstate effort in the United States.

But it is time to challenge the way we do things and the way we use our resources — especially our human resources. This is the New England Challenge!

Could an "electronic RSP" allow students to take advantage of the region's academic strength and diversity through telecommunications without packing their bags and moving out of state? Could we make better use of our most distinguished faculty by extending their talents into other states?

Can we pursue specialization in our six land-grant institutions and use technology and the RSP to make better use of our

resources? Isn't it time to be thinking about a regional fiber-optic system?

In a related matter, do we really need six full-blown colleges of agriculture? True, protecting our food supply has never been more important, but the number of farms and farmers in New England has declined dramatically.

A Panamanian friend calls New England the Athens of the contemporary world for its higher education opportunities. To live up to his vision requires us to boldly position our region for the challenges of a new century. Maybe the way to begin is with a freewheeling regional bull session. Any sponsors?

Bennett D. Katz is the chairman of the Maine Educational Loan Marketing Corp. and former senate majority leader in Maine.

When more than 1,400 Bay State students almost lost their RSP status, they flooded Beacon Hill with letters and calls of protest.

long enough as politicians to know the significance of firm commitments, and they sought to prevent one state's withdrawal from being the point at which the organization fell into jeopardy."

In its early years, NEBHE undertook several studies on increasing educational opportunities throughout New England while establishing regional programs to encourage the efficient use of higher education resources. For example, NEBHE's 1959 recommendation that Massachusetts and Connecticut establish public medical schools was adopted by both states. While waiting for the new schools to open, NEBHE created a contract program whereby medical and dental students from throughout New England could attend the University of Vermont's medical programs by paying in-state tuition, rather than the much higher rate charged to non-residents; New England states sending medical students to UVM paid the university a per-student subsidy to make up the difference.

The medical contract program at its inception resembled what was to become one of NEBHE's most successful attempts to coordinate the region's education resources: the New England Regional Student Program (RSP). Created in 1957, the RSP enables New England residents to pay significantly reduced tuition at out-of-state public colleges and universities throughout the region if they study certain programs not offered by their home state's public institutions.

Today, the RSP allows New England residents to pursue more than 800 certificate and degree programs at the region's 84 public colleges and universities. RSP participants pay in-state tuition plus a surcharge, usually 50 percent of the in-state rate.

As the gap between in-state and out-of-state tuition grows, so do student savings. For example, in 1991-92, a New Hampshire resident attending the University of New Hampshire paid \$3,290 in undergraduate tuition; an out-of-state student paid \$9,840. But an out-of-state student participating in the RSP paid only \$4,935, saving \$4,905. In academic year 1991-92, 5,882 students participated in the RSP; tuition savings averaged nearly \$3,000 per student for a total of more than \$17 million.

Students are not the only ones to benefit from the RSP. Colleges and universities participating in the RSP are able to attract out-of-state students to fill classroom vacancies even when the population of traditional college-age students is declining.

"The RSP ensures the highest level of efficiency," says John R. Dimitry, president of Northern Essex Community College in Haverhill, Mass. and chairman of the RSP Advisory Council. "It allows the New England public institutions to reach their optimal enrollment, and any time you can achieve efficiency, it clearly benefits the customer."

The New England states also benefit from the program. By participating in the RSP, states avoid duplicating academic programs already offered at public institutions elsewhere in the region, according to Eugene A. Savage, the

The Good Sense of Grant Portability **By Elwood G. Farber**

The six New England states have committed to work together through the New England Board of Higher Education to use higher education as an effective tool to support economic development in the region. This commitment has been exemplified by the various regional studies conducted by NEBHE, the Regional Student Program (RSP) and the "portability" of state grants and scholarships — which allows students to use state grant money toward tuition at colleges throughout the region.

But as the states face declining revenues and increasing demands, they turn to "soft" expenditures to extract the funds needed to balance their budgets. Higher education is one of these soft expenditures. Thus, we see not only the support of public higher education decreasing, but the support of students through grants and scholarships decreasing as well.

On the surface, this may look like good public policy. But when you go beneath the surface, the true impact and long-term ramifications become evident.

When grant funds are drastically reduced, the various state agencies must determine how to spread scarce dollars over an ever-increasing applicant pool. This increases the pressure to keep state financial-aid dollars in-state — that is, to restrict portability of grants.

This, in turn, causes students to reconsider their institutional choice and results in more students going to public institutions. Because the state provides a subsidy for state residents at public institutions, each additional student causes a further strain on the state budget.

In addition, state institutions feel pressure to institute new programs already offered at out-of-state public institutions. This also increases the

pressure on the state budget, because it can cost upwards of \$3 million to establish and run these programs, many of which students can pursue out of state at reasonable cost through the RSP.

Eliminating portability also weakens an extremely important New England industry. In Rhode Island alone, higher education provides an economic impact of \$2.8 billion, according to the state's Board of Governors for Higher Education.

Portability of grants goes far beyond the immediacy of state budgetary problems. We cannot afford this inward-looking public policy if we are to remain competitive with the rest of the nation and if we are to continue to derive the economic advantage from this important industry.

Elwood G. Farber is the executive director of the Rhode Island Higher Education Assistance Authority.

Interinstitutional Cooperation By Claire A. Van Ummersen

Actions forced upon New England higher education during this recession — funding cuts, faculty and staff reductions, budget reallocation, institution and program downsizing — have set in motion fundamental change and restructuring which will prevail well into the 21st century.

More than ever before, our colleges and universities must turn to interinstitutional cooperation and resource pooling and sharing if we are to serve the educational needs of New England's people and continue our contributions to the region's economic, social and cultural welfare.

The region's colleges and universities must concentrate their resources and

energies on institutional programs and activities of exceptional quality and importance, and build alliances with other institutions to give students access to a full, diversified menu of meaningful educational experiences.

The New England Board of Higher Education's Regional Student Program is a premier example of interinstitutional cooperation that expands educational opportunities at the same time that it enhances institutional mission and minimizes both public and personal investment. We need much more of this — including participation by our private colleges and universities.

To succeed in fostering appreciation of — and revitalized support for —

higher education's purposes and programs, we must create regional initiatives that promise solutions for New England-wide problems.

A good first step would be to enlarge and sharpen the common knowledge and shared vision of members of the governing boards of our institutions. Particularly helpful to our public colleges and universities, such efforts would become all the more significant and influential if pursued by the governing boards of the private institutions in our region.

Claire A. Van Ummersen is the former chancellor of the University System of New Hampshire.

Advisory Council's former chairman and former vice chancellor for university system relations at the University System of New Hampshire. "The RSP has undoubtedly saved the six states a great deal of money," Savage says. "Many of these academic programs are very expensive, so the regional approach is clearly the common sense approach."

The power of the RSP was illustrated vividly at the height of Massachusetts' fiscal problems in 1989, when the state defaulted on its annual NEBHE assessment, threatening the RSP status of more than 1,400 Massachusetts residents studying at out-of-state public colleges and universities throughout the region. Students and their parents flooded Beacon Hill with letters and calls of protest. Even the *Boston Herald*, which had been highly critical of state spending on higher education, noted in an editorial: "If nothing changes, not only will 1,400 Massachusetts residents be ineligible for reduced tuition, the state itself will be eligible for lawsuits from the other five New England states, which though they have faced hard times themselves, chose not to sacrifice the future to balance their budgets today."

Massachusetts met its fiscal obligation and remained in the compact.

Throughout the 1960s and '70s, NEBHE programs focused on issues such as agricultural education and school administration, as well as the dissemination of public information and higher education research. In the late 1970s, however, as New England began to lurch out of a long period of economic stagnation, NEBHE began to focus more on the relationship of higher education to economic development.

NEBHE's Commission on Higher Education and the Economy of New England examined the contributions made by academic institutions to the six-state economy while clarifying regional economic development issues.

"Looking at the role of higher education in the economy gave the commission a degree of freedom to talk about the economy that was above urban or state boundaries," says commission Chairman James M. Howell, then senior economist at the Bank of Boston and currently president of The Howell Group and chairman of Seragen Corp.

In addition, the commission offered groundbreaking findings and recommendations on the state of the educational continuum. Howell notes that several of the conclusions reached in the landmark federal report, *A Nation at Risk*, were advanced a year earlier by the NEBHE commission in its report, *A Threat to Excellence*.

"This was the first place in the country where there was such a categorical statement that primary and secondary schools were in trouble and that this was causing a severe problem in the entire chain of the educational system as well as the economy," Howell says.

During the 1980s, NEBHE explored the links between New England's abundance of academic institutions and the region's economic competitiveness. In addition to seminars for New England governors and corporate leaders, and special policy briefings for state legislators, NEBHE issued a series of policy reports linking New England's newfound prosperity to its concentration of colleges and universities and their leadership in conducting research that often "spins off" new industries.

The NEBHE Commission on Academic Medical Centers and the Economy of New England, also chaired by Howell, examined the role of the region's medical centers not only as major employers, but as midwives to the biotechnology industry, then considered by most to be the stuff of science fiction.

"What was so pivotal about the health centers commission," Howell says, "was that it raised the public opinion makers' understanding that these world-class teaching hos-

pitals were the wellspring of the biotech industry, which was going to be a powerful industry in the future and in which New England was going to play a critical role.”

NEBHE also played a leading role in the assessment of New England’s competitive position in the increasingly global economy. Among other things, NEBHE in 1989 conducted a series of statehouse briefings, urging policymakers to step up support for research and development and technology transfer, and calling on campuses to include a strong international component in their curricula and programs.

Other areas examined by NEBHE during the ’80s included the role of lawyers and the legal profession in the New England economy, the underrepresentation of minorities on the region’s public and independent campuses and higher education’s role in knowledge-intensive industries such as environmental technology.

Now, as New England wades through a long and deep recession, NEBHE’s role in identifying links between higher education and the New England economy takes on new urgency. John Driscoll, president of HNU Systems Inc., and head of the Environmental Business Council, emphasizes the importance of collaboration between the education and business sectors, particularly for “new” fields such

as envirotech. “The universities,” says Driscoll, “are where we are going to get our employees, so we are very involved in making sure the appropriate curriculum is there.”

Technology transfer between colleges and industry is essential, Driscoll says, and being able to choose from the colleges and universities of an entire region — rather than a single state — increases the likelihood of successful collaboration. “You’re much more likely to find a match between what a company is doing and what a university is doing when you can look at nearly 300 universities as opposed to 100,” he says. “So regionalism makes all the sense in the world.”

Indeed, NEBHE’s work on issues such as biotech and environmental technology, while highlighting higher education’s role, has also underscored the benefits of regional cooperation in general, Hoy says. And providing public information and data on higher education and economic development is central to that goal.

“By keeping the New England state legislatures — as well as the region’s congressional delegation — well-informed on higher education and economic development, NEBHE has attempted to promote regionalism as a solution to the numerous problems affecting the region,” Hoy says.

Educators Need Regional Ties By William J. Farrell

Years ago, I took a management course with a crusty old professor who liked to say that most companies don’t know what business they are in. “Ask the president of the Baltimore and Ohio what business he’s in,” the professor would thunder. “He’ll say, ‘railroads.’ Well, he’s wrong. It’s TRANSPORTATION!”

Sometimes those of us in the academic world make the same mistake. We like to think our college or university serves a particular constituency. This is especially true if our institution is a public college or university. “We are here to help the citizens of New Hampshire, to educate their sons and daughters, to aid their business ...”

While such a focus is understandable, it overlooks a basic truth about our environment. Our lives are not state-bound. Our economy is regional; our admissions are regional; our impact is regional. If we want to help New Hampshire rebound from the current recession, we must remember it is affected by what happens in Boston, in the Connecticut Valley, on the seacoast. New Hampshire’s economic future does not rest

entirely with New Hampshire. It depends on Maine, Massachusetts, Vermont, Connecticut and Rhode Island.

The same is true of college admissions. I like to think Plymouth State College serves New Hampshire, and it does. But about one-third of our students come from across — and beyond — New England. Whether the task is economic development or educational service, New England’s institutions of higher education must focus attention on their regional role. In the final analysis, our service to the states must be interstate.

The New England Board of Higher Education’s Regional Student Program should be just one of many cooperative higher education efforts in this six-state area. NEBHE could play a great role not only in opening the doors of institutions, but also in setting standards for collegiate academic preparation. Economic development can go beyond reports and studies to regionwide, hands-on, cooperative efforts.

If regional cooperation is to work in New England, educational leaders must maintain the kind of contact NEBHE

provides. But it is also important that the faculty and higher education staff who are involved in economic development, student proficiency, educational opportunity, cultural diversity and the many other issues of regional concern also have contact with one another across state borders. Regional cooperation must be a shortsleeves operation.

In some cases, these interstate ties already exist. In other instances, they must be built. While NEBHE cannot serve as a substitute for this kind of hands-on cooperation of academic doers, it can function — and has — as a catalyst in bringing the experts together and initiating grassroots change.

By viewing higher education as a resource rather than a special cause, NEBHE offers an opportunity to presidents, system heads and political leaders to confront the common problems that crisscross the New England states. After all, our business is not higher education. It’s TRANSFORMATION.

William J. Farrell is the chancellor of the University System of New Hampshire and former president of Plymouth State College.

In addition to public policy reports and briefings prepared specifically for the region's opinion leaders, NEBHE also disseminates education information to the public at large. For example, NEBHE's annual FACTS directory, containing information on the more than 263 colleges, universities and institutes in the region, can be found in public libraries, high school guidance offices and university admissions offices throughout New England. The annual "Vacancy Survey" provides detailed information on openings at the region's colleges as of the traditional May 1 admissions deadline.

Since 1986, NEBHE has published CONNECTION: NEW ENGLAND'S JOURNAL OF HIGHER EDUCATION AND ECONOMIC DEVELOPMENT. The quarterly journal provides a forum for the region's policymakers, educators and business leaders to explore and develop a regional agenda. Today, it is the only regional journal on higher education and economic development in the United States.

NEBHE has also collaborated with other statewide and regional organizations on issues affecting New England and the nation. The board is currently working with two other regional educational agencies — the Southern Regional Education Board and the Western Interstate Compact for Higher Education — to create programs supporting minority doctoral students. NEBHE is also exploring the possibility of collaborating with the Environmental Business Council to publish a regionwide directory of both envirotech businesses and colleges and universities offering environmental degree programs.

Moreover, the very composition of the NEBHE board promotes regional cooperation. In addition to the commissioners of higher education and chancellors of the state university systems, the board is comprised of presidents of public and independent colleges, business and community representatives as well as two legislative leaders from each state. "NEBHE is one of the few places where legislators from different states are obliged by law to sit down and review a set of issues on a bipartisan basis," Hoy says.

Yet it is not always easy to convince politicians — or their constituents — of the merits of regional cooperation. "State legislatures don't often comprehend the regional nature of their own working environment," Hoy says. "Politicians can get quite excited about regional issues when it is abundantly obvious that something has to be done. The energy crisis is a good example. On other less earth-shattering issues, however, the states tend to work independently — and as a result, against one another."

In addition, the high turnover rate among governors, legislators, commissioners of education and other officials throughout the region can hinder efforts to sustain collaboration among the states. Just as a group of officials get to know one another and are prepared to establish strong working relationships, a new governor, legislator or chancellor arrives and must get to know not only the other players but also the issues, which are constantly changing.

A case in point: In the mid-1970s, NEBHE prepared a report recommending the establishment of a publicly sup-

ported interstate school of veterinary medicine. "When NEBHE began the report, times were pretty good economically," says Bennett Katz, chairman of the Maine Educational Loan Marketing Corp. and former NEBHE chairman. "But when the report was finished, NEBHE was faced with a whole new group of governors who were facing monumental budgetary problems."

Turnover is not the only problem. The tendency of economic development organizations to be local — or at best statewide — rather than regional, results in more competition than cooperation among businesses on opposite sides of state lines. And competition between the states themselves — such as the "business snatching" common along the Massachusetts-New Hampshire border — has hindered attempts to solve problems regionally.

"That mentality is fine for Saturday afternoon rivalries on the high-school gridiron," says NEBHE delegate Ross Anderson, chairman of The Nordic Group in Burlington, Vt. "But it doesn't belong in an economic development plan.

"When you look at the assets New England has as a region, we've got a lot," Anderson says. "We have to put these state and local turf issues behind us and take a look at how to develop the region as a whole."

State rivalries aside, the region's businesses seem cognizant of their dependence upon a well-educated, regional workforce. "In terms of education and training, as well as worker migration, there is an ebb and flow between the New England states that sets the region apart," Hoy says. "We have, in fact, a *common market* in skilled human resources — and it's the best in the country."

Says Dimitry of Northern Essex: "New England is pretty short on natural resources, and without natural resources, we simply must survive by being better educated, better trained and more productive, and higher education is our best answer."

Northern Essex is studying the possibility of collaborating with a New Hampshire technical college to handle overflows of students at the two institutions. "Both colleges are quite close to the state border, so we have very common interests," Dimitry says. "And I think the principle of cooperation, collaboration and sharing brainpower is a concept whose time has clearly come."

Yet New England's education sector itself presents obstacles to cooperation both regionally and within the states. "Education is a natural area for regional collaboration because it deals with ideas, and ideas know no boundaries," Hoy says. "Yet because our established independent institutions are extremely competitive, and our public higher education systems have been underfunded, there isn't as much collaboration among institutions as there should be."

In particular, he adds, New England's public institutions have suffered from constant comparisons with the region's world-renowned, independent research universities. "New England is the birthplace of higher education and is dominated by the independent universities," Hoy says. "As a result, New England has never viewed its public flagship universities as fully deserving of support. This recession has made that clear."

Just as officials get to know one another and are prepared to establish strong working relationships, a new governor, legislator or chancellor arrives and must get to know not only the other players but also the issues, which are constantly changing.

"We have, in fact, a common market in skilled human resources — and it's the best in the country."

Even NEBHE's existence has at times been threatened by the "go it alone" mentality. In the late 1970s, a special task force was established by the New England Governor's Conference to review the necessity of the organization. "The conclusion of the report was that if the New England Board of Higher Education did not exist, the states would have to create it," Hoy says.

During the 1980s, Connecticut, Maine and Massachusetts all threatened at one point or another to withdraw from the compact; all three reconsidered. "During the 1980s, the region experienced a rising level of prosperity and along with it came a sense of 'We can deal with everything within the borders of our own state,'" Hoy says. "And I think we all realize that was an illusion."

NEBHE is now focusing its resources on issues ranging from higher education's role in New England's economic recovery to financing higher education. An Education and Regional Economic Productivity Initiative will assess the

manpower needs of the region's universities and industries, while a New England Technical Education Program is focusing on the role of two-year technical education in preparing the region's residents for the skill-intensive, high-tech workforce of the 21st century.

NEBHE's Equity and Pluralism Action Program, meanwhile, is attempting to address the underrepresentation of Blacks, Hispanics and Native Americans at New England's predominantly White colleges and universities and in the region's skilled workforce.

"I don't think there's any question that all these issues have long-term significance for each New England state," Hoy says. "There will be differences within each state. But if nothing else, I think NEBHE reminds people that some of the issues confronting society today are much broader than any one state can tackle alone."

Jennifer McCauley is a staff writer for CONNECTION.

Peterson Elected NEBHE Chairman

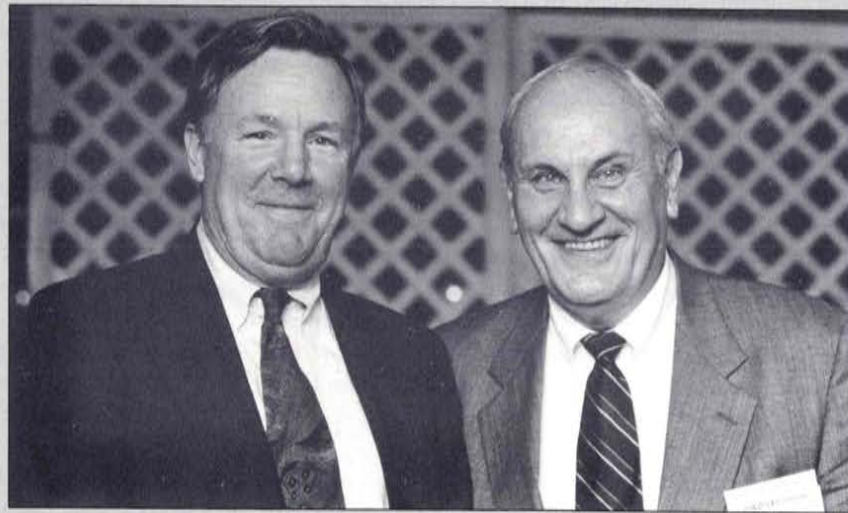
Look at the top of a regional education agency and you're likely to find a record of strong campus leadership or distinguished public service. Look at the top of the New England Board of Higher Education and you'll find both.

Walter Peterson, elected NEBHE chairman in June, has been the president of Franklin Pierce College since 1975, served as governor of New Hampshire from 1969 to 1973, and was speaker of the New Hampshire House for four years before that.

A NEBHE delegate since 1982, Peterson assumes the chairmanship as NEBHE begins a series of new initiatives to prepare the region for the 21st century, including programs on higher education finance, research and development and emerging industries.

"Education is a continuum, and we must strengthen our vision of access and opportunity in higher education for all our young people," Peterson told the board after being elected to the post. "We must also place more value on the powerful role higher education will play in our economic recovery. The high skill of New England's future workforce will determine our economic destiny."

Peterson also emphasized cooperation among public and independent cam-



Changing of the guard: Woodbury (left) and Peterson.

puses in addressing the challenges facing higher education in the 1990s. "We deeply value diversity in higher education," he said. "It is imperative that all sectors of higher education work together to promote regional cooperation and expand access to learning as we approach the 21st century."

Peterson succeeds University of Maine Chancellor Robert L. Woodbury, who was elected chairman in 1990.

Woodbury presided over the implementation of several key NEBHE initiatives, including the board's recent work

on higher education and the New England economy and its Equity and Pluralism Action Program, aimed at increasing representation of Black, Hispanic and Native American students at the region's colleges and universities.

Meanwhile, long-time NEBHE delegate Bennett D. Katz of Maine was elected treasurer of the board. Katz, the chairman of the Maine Educational Loan Marketing Corp. and former Maine Senate majority leader, succeeds William T. O'Hara, president emeritus of Bryant College.

A Sense of Place

New England is more than a group of small, contiguous states tucked away in the northeast corner of the United States. New England is an idea. It is a continuum, shared circumstance, common self-regard, a meteorological and social climate that shapes us all and gives us our distinctive, slightly skeptical view of the rest of the country and the world beyond.

New Englanders know who they are. They have made historic and indelible

contributions to American culture, literature, social institutions and education — to the very fabric of society.

So it is no surprise that a region with such a sure grip on its identity should find within its borders, within its collective wisdom, the shared resources required by the times. As more and more is expected of education, and relatively fewer — in some cases, *absolutely* fewer — financial resources are devoted to it, collaboration makes increasing sense.

Some years ago, the New England Board of Higher Education (NEBHE) identified the essential veins and arteries connecting New England's higher education resources to the region's economic development and growth. This clearly is a regional — not a state or institutional — topic. NEBHE not only defined the issue, but galvanized regional interest in it.

Economic health, it was found, depends directly and indirectly on investment in higher education: the thousands of talented women and men from throughout the world who come to the region for their education and who stay, adding immeasurably to our human resources; the billions of dollars in payroll and operating budgets in our colleges and universities; basic and applied research, technical assistance and public policy analysis, whose returns are both immediate and long-term (and occasionally fruitless); the catalytic presence in our communities of faculty members and their families and what they mean for public schools and the quality of civic life in general; the roles our campuses play as cultural, social and athletic centers, as well as goals for schoolchildren. The tangible benefits of higher education to New England are tremendous. The intangibles may be even greater.

We need to revisit the higher education/economic development nexus. Five years ago in CONNECTION, at a time of economic prosperity — remember the New England miracle? — I took a contrary approach, warning that success is fragile. “Only a dozen years ago,” I wrote, “New England was regarded as an economic basket case. And the roller coaster could plunge again.”

I was not so much prescient as conditioned by a lifetime of rooting for the Red Sox. Regardless, the changed

situation demands a new look at education and development. After considerable deliberation, NEBHE has concluded that once again this issue should be accorded high priority.

In fact, the economy is *the* fundamental issue in New England. How does the regional economy remake itself for the 1990s and beyond? How do we most effectively raise both the aspirations and the skills of our people? How can we best position our industries to take advantage of new developments in materials science, biotechnology, information technology and fields yet to be developed? How can we structure our economy to avoid, or at least smooth, the booms and busts that have characterized the past? Even if economic conditions improve, which at this writing at last seems possible, NEBHE will face these questions head on.

In quite a different area, NEBHE is making notable progress in broadening the base of people on whom we depend. For example, it can be difficult for a single institution to increase the number of minority persons on its faculty and staff. But through collaborative programs, for example, to “grow-your-own” minority faculty, New England colleges and universities can and do work together for greater diversity in employment.

One of the most successful components of NEBHE's Equity and Pluralism Action Program is the formation of support networks for minority students. The New England Role-Model Network has been highly effective in bringing together students and faculty members of color for mentoring and networking. In addition, NEBHE has helped the six New England states establish student support networks of their own.

The enormous gaps in our society revealed anew by the Los Angeles riots lend compelling fresh impetus to these efforts. To use the words of NEBHE's 1989 report title, “equity” and “pluralism” not only are proper goals, they are imperative.

Meanwhile, NEBHE's Regional Student Program (RSP) is the region's most splendid collaborative accomplishment. The nation's most extensive program of inter-

The tangible benefits of higher education to New England are tremendous. The intangibles may be even greater.

**By
Robert L.
Woodbury**

**New England
may be famous
for flinty
individualism,
but we also
have compiled
a history of
neighborliness
and
cooperation
that gives us a
special
advantage in
an era of
collaboration.**

state educational exchange, the RSP is a model of economic efficiency and educational effectiveness. While it is hard to improve on the concept, we can and should increase the numbers of students who take advantage of the program.

But what about the future, about making more than incremental improvements in existing programs, however successful they may be? In a time of scarce resources, it seems to me, we have an even greater obligation to pool resources and to capitalize on the special strengths we have as a region.

We must learn to think regionally at the outset, not as a convenience, but as an imperative.

Take, for example, the recent establishment of the New England Cooperative Extension Consortium by the six Extension programs in the region. In each New England state, Cooperative Extension faculty in local offices and centers bring practical, research-based knowledge from land-grant campuses directly to the public. Faced by an imposing array of challenges, including greater demand, smaller faculties, increased travel costs and a burgeoning base of knowledge, Extension educators decided to maximize their collective capacity by formally setting out ways and means of greater collaboration. The consortium encourages two or more Extension systems to meet educational needs that transcend state boundaries. Potentially, this agreement will bring more expertise to bear on an issue at less cost.

Perhaps New England higher education as a whole could follow a similar model. After all, states and systems for years have avoided duplicating expensive programs in, say, the health sciences or engineering and have focused graduate work on a limited number of campuses. Applied to the region, this notion both greatly expands and makes more interactive the animating idea behind the RSP.

Moreover, technology gives regionalism more tools and added potential. In Maine, we are using interactive television to bring community college education to isolated students, thereby avoiding the expense of building

a network of two-year campuses around our sparsely populated state, while making available a range of courses unlikely to be offered at any single community college. Interactive TV is not a perfect substitute for "live" teaching, but it has opened the doors of higher education to thousands of Maine residents. Regionwide ITV makes just as much sense.

Similarly, the major libraries of the University of Maine System are combined in an electronic catalog, along with those of Colby, Bates and Bowdoin colleges, the Maine State Library and our Legislature's reference library. Plans are to add two major municipal libraries and, within the University System, to move toward systemwide acquisition and distribution. Is it perhaps time to consider a stepped-up initiative interconnecting library resources on a regionwide basis?

It may well be, however, that even this kind of joint activity is too conservative given the combined force of economic forecasts and what we can offer one another. In what has been dubbed the "University of Greater Boston," many of the colleges and universities in the region's largest city are considering or already have joined in a whole range of money-saving, productivity-raising collaborative efforts. For example some campuses are sharing campus health-care services, purchasing, library acquisitions, daycare centers, athletic facilities and shuttle buses, in addition to student cross-registration and faculty exchanges. Clearly, a revolution of sorts is occurring as necessity sweeps away time-honored practices and traditions.

Are we ready for this new world?

I think so. New England may be famous for flinty individualism, but we also have compiled a history of neighborliness and cooperation that gives us a special advantage in an era of collaboration. Our forebears came together to raise countless barns: Surely we too can find in cooperation the answers to our needs.

Robert L. Woodbury is the chancellor of the University of Maine System and the former chairman of the New England Board of Higher Education.

Dimitry Becomes New Chair of RSP Panel

A tough economy makes NEBHE's Regional Student Program (RSP) more valuable than ever to both students and the states, says the new chairman of the RSP Advisory Council. "With the deep economic distress facing New England, it is essential that the six states share brainpower," says Northern Essex Community College President John R. Dimitry, who in June succeeded Eugene A. Savage as chairman of the 16-member panel.

The RSP enables New England residents to pay *in-state* tuition, plus a surcharge, at *out-of-state* public colleges and universities

throughout the region, if they pursue certain academic programs not offered by their home state's public institutions.

During his more than 16 years as president of Northern Essex, Dimitry has developed the Haverhill, Mass.-based community college into a multicampus system and forged key partnerships with labor to train dislocated workers. Noting that Northern Essex has cooperated effectively with two nearby independent colleges, Bradford and Merrimack, Dimitry says he would like to explore the possibility of expanding the RSP to include independent campuses,

though he says he's not sure how that would be worked out among the states.

Savage, an RSP council member since 1978 and chairman since 1987, retired in July as vice chancellor for university system relations in New Hampshire.

Despite a decline in the number of high school graduates, Savage's chairmanship was marked by rapid growth in RSP participation: Enrollment rose 22 percent — from 4,841 students in academic year 1987-88 to 5,882 in 1991-92. Total savings to students and their families shot up 62 percent to \$17.2 million.



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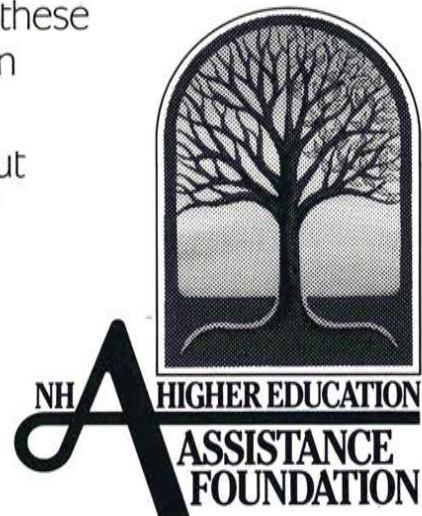
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- Inflation-adjusted change in federal military spending from 1980 to 1991: **+37.5%**
- Inflation-adjusted change in federal education spending: **-0.4%**
- Estimated shortfall in 1991 and 1992 Pell Grant funding as presented in President Bush's budget, January 1992: **\$332,000,000**
- Shortfall as revised by the U.S. Department of Education in May 1992: **\$1,463,000,000**
- Rank of *Government* among most popular majors for Dartmouth College graduates in the classes of 1989, 1990 and 1991: **1**
- Estimated total private contributions to all U.S. two-year colleges during academic year 1990-91: **\$310,000,000**
- Estimated amount New England college students spend annually on alcoholic beverages: **\$341,000,000**
- Percentage of U.S. executives who say companies are less loyal to employees now than they were five years ago: **69**
- Percentage who say a lack of loyalty leads to low morale and poor performance on the job: **87**
- Percentage of teachers who say waste in administration and bureaucracy is a problem with American schools: **60**
- Percentage of school principals who agree: **28**
- Women as a percentage of all students in degree programs at the Harvard Graduate School of Education, 1991-92: **70**
- Women as a percentage of all students in degree programs at the Harvard Business School, 1991-92: **28**
- Average salary for male professors at U.S. institutions, academic year 1991-92: **\$59,180**
- Average salary for female professors: **\$52,380**
- Average number of inquiries fielded each day by the Northeastern University Grammar Hotline: **5-10**
- National rank of the Massachusetts Institute of Technology in number of doctorates conferred in chemical engineering: **1**
- National ranks of Tufts, Harvard and Yale in citations per paper for articles appearing in immunology journals, 1986-90: **1,2,3**
- Minorities as a share of engineering freshmen in 1987-88: **10.9%**
- Minorities as a share of engineering graduates four years later: **7.2%**
- Massachusetts' national rank in number of science and engineering graduate students in doctorate-granting institutions per million residents: **1**
- Vermont's national rank in minority- and women-owned businesses, relative to population of minorities and women: **1**
- Rhode Island's national rank in number of companies formed between October 1990 and September 1991, per 100,000 workers: **1**
- Five-year fundraising goal for the recently launched Yale Campaign: **\$1,500,000,000**
- Percentage of Tufts School of Veterinary Medicine graduates who practice in New England: **70**
- Estimated number of jobs created for each \$1 million of biotech activity in Massachusetts: **25.5**
- New Hampshire's rank among all states in number of cows: **45**
- New Hampshire's rank in milk production per cow: **14**
- Number of trees sacrificed per-person in the United States each year for junk mail: **1.5**
- Portion of all junk mail that is ultimately recycled: **10%**
- Number of tires discarded annually in the United States: **300,000,000**
- Spending on mass transit per \$100 spent on highways: **\$14.70**
- Per-capita spending by the 50 states on environmental programs and natural resources: **\$30**
- Percentage of U.S. scientists who say they have encountered research they thought to be fabricated, falsified or plagiarized: **22**

Sources: 1,2 OMB Watch; 3,4 American Council on Education; 5 Dartmouth College; 6 Council for Aid to Education; 7 NEBHE analysis, U.S. Department of Health and Human Services; 8,9 *Communication Briefings*; 10,11 Public Agenda Foundation; 12,13 Harvard University; 14,15 American Association of University Professors; 16 Northeastern University; 17 American Chemical Society; 18 Institute for Scientific Information; 19,20 National Action Council for Minorities in Engineering; 21,22,23 The Corporation for Enterprise Development; 24 Yale University; 25 Tufts University School of Veterinary Medicine; 26 Bank of Boston; 27,28 University of New Hampshire; 29,30 Consumer Resource Institute; 31 University of Maine; 32,33 Institute for Southern Studies, *1991-1992 Green Index*; 34 American Association for the Advancement of Science

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For New England, Higher Education Act Means Competitiveness

By
JACK REED

"New England families received 50 percent fewer Pell Grants than enrollment would project for 1990, primarily because of the inflated value of real estate in our region."

I was reminiscing recently with a police chief in my congressional district. As our discussion turned to family, he talked with obvious pride about his father. He noted that his father left secondary school and went to work for a venerable Rhode Island manufacturing firm, where he continued working for the next 49 years — his entire working life.

The chief's story illustrates the way the New England economy used to work. One year or more of secondary education was adequate preparation for a lifetime of work. From the wages of such work, a person could buy a home, raise a family, provide opportunities for his

children and secure a decent, dignified retirement.

Sadly, the chief's father passed away. The old firm, once a symbol of Yankee manufacturing and competitive advantage, went out of business. The world in which both the individual and the institution prospered is no more.

Today, jobs change rapidly under the pressure of technology and international competition. It is unlikely that anyone entering the workforce now can confidently expect to spend his or her entire career with one

company doing the same type of work. Instead, today's workers should anticipate significant changes in their jobs and employment situations. What is constant in today's dynamic job market is the increasing need for and value of education, particularly postsecondary education. While 40 percent of today's jobs are in low-skill occupations, only 27 percent will fall into that category in the year 2000; by then, most jobs will require some form of postsecondary education.

All of this underscores the critical importance to New England of the recent reauthorization of the Higher Education Act. The 1965 act, which is reauthorized every five years, governs all federal postsecondary education programs.

New England has proportionately more institutions of higher education than any other region of the country. Our colleges and universities receive direct assistance from the Higher Education Act in the form of grants for library improvements and facilities construction, among other programs. And each year, approximately \$1 billion from Title IV of the act — which includes Pell Grants and student loans — benefits more than 200,000 students attending New England higher education institutions.

In addition, New England's colleges and universities constitute a major component of our regional economy. These institutions contribute an estimated \$12 billion to New England's gross regional product, with an indirect impact of close to \$30 billion. In Rhode Island alone, the expenditures of approximately 31,000 out-of-state students and their visiting families and



friends make a substantial contribution to the state's economy.

Higher education is also one of New England's steadiest and largest employers — accounting for 9,699 full-time positions just in Rhode Island. And the high-tech and biotech discoveries spawned by our college and university labs have the potential to replace some of the 350,000 manufacturing jobs lost in New England since 1985.

New England is clearly dependent upon higher education to strengthen its competitiveness. Therefore, New England has a disproportionate stake in federal higher education policy.

Fortunately, the region is well-represented on the congressional committees responsible for education policy. In my first year in office I was the only New Englander on the Postsecondary Education Subcommittee of the House Education and Labor Committee. However, New England dominates on the Senate side, with one-third of the Subcommittee on Education, Arts and the Humanities — and most of its senior members — hailing from New England. Rhode Island's senior senator, Claiborne Pell, chairs the subcommittee; he is joined by Sens. Christopher J. Dodd of Connecticut, James M. Jeffords of Vermont and Edward M. Kennedy of Massachusetts, who chairs the full Senate Labor and Human Resources Committee.

Moreover, New England can claim credit for kicking off the reauthorization process: In April 1991, Sen. Pell and I co-chaired the first field hearing on the reauthorization in Providence, R.I. The concerns and ideas I heard there and throughout New England shaped my goals for the reauthorization.

One of the most compelling stories was told by a parent from my home town of Cranston, R.I., whose daughter graduated from college with \$17,500 in student loan debts; the parents themselves borrowed close to \$20,000 to pay for their daughter's education. This student wants to become a Spanish teacher at a starting salary equal to her indebtedness. Even though her parents

earn a modest salary, she did not qualify for any federal grant aid. The parents are not sure they can make the same commitment to their second child, who is hoping to start college next year.

As college costs continue to climb beyond the average citizen's annual income, it is clear that all but the wealthiest people need help in financing their children's education. American families expected the government to be their partner with Pell Grants and low-interest student loans. But in the last decade, the government stepped back from its commitment. Ten years ago, the typical student financial aid package was 75 percent grant and 25 percent loan. Now, it's just the opposite. Moreover, the retrenchment in the federal commitment has come at a

time when tuition is rising rapidly — 135 percent on average since 1980. In recent years, state institutions, including the University of Rhode Island, have raised tuition by as much as 20 percent, placing even state-supported public universities out of reach for many families — unless they receive federal financial aid.

The Providence field hearing was one of 44 held by the House Education and Labor Committee. Nearly 450 witnesses testified, representing a broad cross section of experts and professionals as well as the consumers of education: students and their parents. Hearings lasted four months, resulting in a 719-page bill that was introduced in October 1991. The bill was brought before the full House of Representatives in March 1992. After two days of debate, and the consideration of dozens of amendments, the bill passed by a vote of 365 to 3.

The last stage of the bill's consideration by the Congress was the House-Senate conference committee, which met in June to resolve the differences between the House and Senate versions of the bill. There were 1,600 differences, some minor, some major.

The higher education bill now includes an extensive early intervention section based in part on Rhode Island's Children's Crusade and the Massachusetts Access scholarship — initiatives that provide academ-

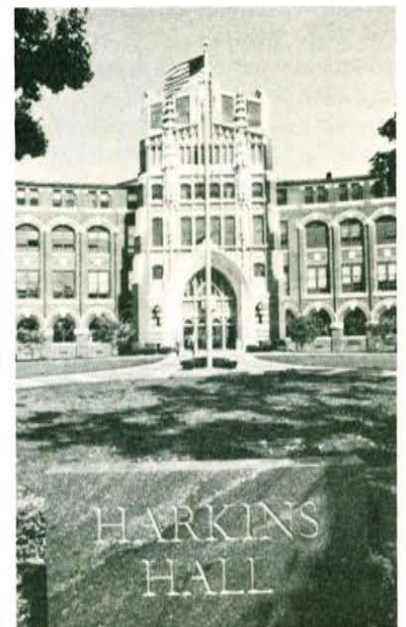
New England's colleges and universities contribute \$12 billion to New England's gross regional product, with an indirect impact of close to \$30 billion.



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ic and financial support to encourage young students to stay in school and pursue post-secondary education.

In addition, one of the goals I shared with my committee Chairman Bill Ford of Michigan was to restore eligibility for federal financial aid to middle income and working families.

One of the most effective ways to achieve that for New England was to remove home equity from the calculations involved in needs analysis. New England families received 50 percent fewer Pell Grants than enrollment would project for 1990, primarily because of the inflated value of real estate in our region.

While there were no other New Englanders on the House Postsecondary

Education Subcommittee, I was able to work with representatives from other parts of the country that have also experienced a housing price boom. Along with my colleague, Rep. Patsy Mink of Hawaii, I introduced a bill to eliminate home equity from needs analysis, which we were able to incorporate into the final text of the Higher Education Act.

Another important goal was to increase loan and Pell Grant size — particularly important in New England, because of the region's high-cost institutions and high cost of living.

While we succeeded in raising the maximum authorized grant from \$2,400 to \$3,700, efforts to make the Pell Grant an entitlement — which would ensure that

every student who qualified for a grant would receive one — were unsuccessful, leaving grants vulnerable to the yearly appropriation process. (Indeed, the increase in the maximum grant is unlikely to be funded until the current budget agreement expires in fiscal year 1994.)

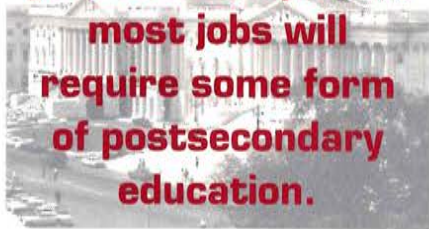
However, we were able to increase the amount students can borrow under the low-interest Guaranteed Student Loan programs. And more families will be eligible to take advantage of these programs.

At this time in our nation's history, as we move from a period of military confrontation to one of economic competition, education is more important than ever before.

Fortunately, the members of the New England congressional delegation were in a position to positively affect our region's educational resources during this reauthorization process. This legislation will serve us well in the years ahead as we struggle as a region and a nation to adjust to the changing global economy.

Jack Reed is a U.S. congressman from Rhode Island.

While 40% of today's jobs are in low-skill occupations, only 27% will fall into that category in the year 2000; by then, most jobs will require some form of postsecondary education.



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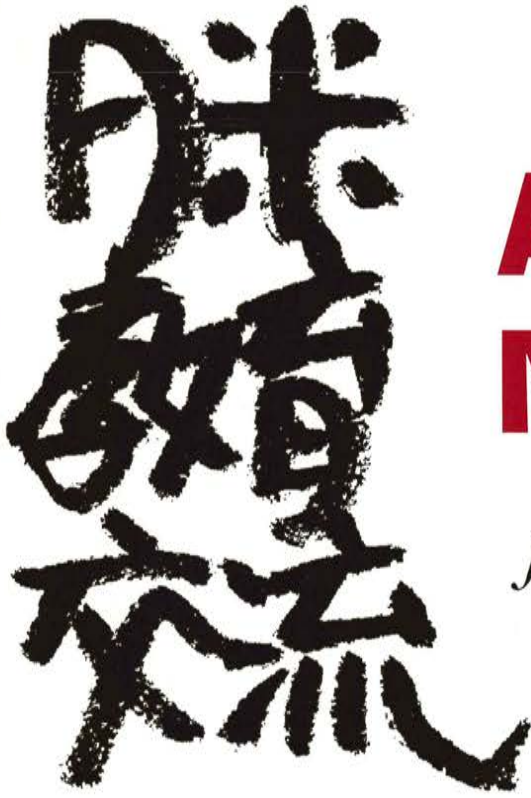
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W E N D Y A . L I N D S A Y

For 14 years between 1978 and 1992, New Hampshire regulators did not see a single application to incorporate a college. When the drought ended in June, the request came not from a religious order or high-tech entrepreneur or national proprietary school, but from a Japanese real estate company called Maruzen Kensetsu, the first foreign group ever to make such an application in New Hampshire.

At the suggestion of the late Hiroshi Haga, a Japanese educator and advocate of global education, Maruzen paid \$2.7 million for the former campus and airport facilities of the defunct Hawthorne College, which closed its doors in Antrim, N.H., in 1988. The 40-year-old, family-owned company then invested \$15 million in campus construction and renovation and, last November, opened an aviation school on the site. A liberal arts college was scheduled to open in 1993, with 40 percent of the student body expected to be Japanese.

But just one month after receiving permission to incorporate Maruzen College, Maruzen — the company — “suspended” its ambitious plans, citing financial hardship.

Maruzen was not the first Japanese investor to seek prestige or profit in New England higher education and, despite its difficulties, probably won't be the last.

In the past five years, while many New England public and private colleges have been cutting budgets and course offerings in an attempt to stay afloat, Japanese institutions and investors have been establishing campuses across the United States, including three in New England. In 1987, Showa Women's Institute in Boston became the first U.S. campus established by a Japanese university. Teikyo Post University in Waterbury, Conn., and Bunsai Gakuen's Boston Institute of Intercultural Communication followed in 1990.

But as Maruzen's story illustrates, the level at which Japanese groups will continue to open "satellite" campuses in New England, rescue financially strapped colleges and resurrect defunct ones is uncertain. One reason: The financial power that supported Japan's development of overseas campuses in the late 1980s is weakening — the Japanese stock market recently hit a five-year low. In addition, a number of U.S. campuses and communities have not been receptive to Japanese investors, according to a 1990 Institute of International Education report. "Some local U.S. communities are offended by what they perceive as a Japanese invasion," the report notes. "In many other instances, American college presidents or their boards have reviewed and rejected Japanese offers with indignation."

While some observers worry that the Japanese investment in U.S. higher education may be geared more toward real estate acquisition than academic excellence, proponents say the foreign affiliation has not only saved failing institutions, but also enhanced diversity and cultural understanding.

For example, in addition to teaching English and American culture to Japanese students, Showa Women's Institute offers Japanese language instruction to the public, as well as tea ceremonies where locals can sip Japanese culture. And Maruzen College had planned to offer a Great Books program focusing on Western and Eastern civilization.

The U.S. institutions with Japanese affiliations also praise the foreign involvement. In 1990, Post entered a difficult centennial year. Like most small, inde-

pendent colleges, Post faced declining enrollment and growing financial pressures. The college's trustees were initially cautious, but ultimately receptive to Teikyo's interest.

"Post was facing financial problems, probably not insurmountable, but they were serious," says William J. Pape II, a Teikyo Post trustee. "The trustees gave the affiliation a lot of thought and they did think that it would be good for the college and good for the area."

Teikyo made a one-time gift of about \$6 million to Post, which was used for campus renovation and construction. In return, Teikyo received a small parcel of land near the campus which has not been developed, says Vice President Phyllis DeLeo. Post College became Teikyo Post University and Shoichi Okinaga, chairman and founder of Teikyo University, became chairman of Teikyo Post's board of trustees. Three other Japanese members serve on the board along with three trustees from Post's original board of 25 members.

Two years later, Teikyo Post officials consider the affiliation a success: Post is now a university with an international mission and student body. About 50 Japanese students enrolled at the Post campus last year, and another 45 followed this spring. And five U.S. students from Post received scholarships to study at Teikyo in Japan last year.

DeLeo says skepticism about the motives of the university's Japanese backers is unwarranted. "Okinaga has nothing to gain monetarily from investing in U.S. schools," DeLeo says. "They are all nonprofit schools."

Nonetheless, some cross-cultural wrinkles have had to be ironed out. Apparently representative of differences in Japanese and American approaches to governance, Teikyo initially proposed a one-person board of trustees to govern Teikyo Post. But after Connecticut's licensing bureau expressed concern that public interest be represented on the board, mem-

bership was expanded to seven, says Donald Winady, the state's director of licensure and accreditation.

Meanwhile, Japanese institutions still have some compelling reasons to look to New England to establish campuses. For one, Japanese demographics make the slowly recovering U.S. market look good. A 25 percent drop in the Japanese college-age population is projected from 1993 to 2000. "A lot of the Japanese schools involved in opening U.S. campuses were facing the prospect of declining enrollments and they were struggling with image problems," says William K. Cummings of Harvard University's Graduate School of Education. "To improve their position on their own educational map, they turned to this at a time when people in Japan were saying 'let's push

The level at which Japanese groups will continue to open "satellite" campuses in New England, rescue financially strapped colleges and resurrect defunct ones is uncertain.

internationalism."

In addition, Cummings adds, the Japanese are attracted to "American-style" education. "It is considered to be more interactive, more experiential, using good teaching materials and so on," he says. "There's also a feeling there that higher education in Japan is not as serious, which is another important marketing aspect of this."

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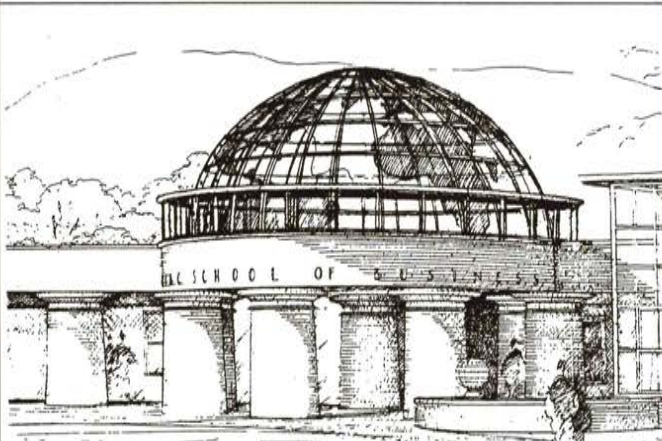
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Indeed, Japanese students choose the United States in greater numbers than any other destination for study abroad, and New England is recognized by many of them as the place to find the best in American higher education.

The establishment of U.S. campuses by Japanese universities also fits a need to keep education within the bounds of the "educational ladder" in Japan, say some educators. Japanese universities are recognized by Japan's Ministry of Education, but credit transfer from foreign universities is restricted. Moreover, Japanese businesses have been reluctant to hire graduates of foreign universities with no Japanese affiliation.

Finally, public image in Japan factors into the decision to open campuses in America. In Maruzen's case, company leaders wanted to be seen as good citizens in Japan for providing a unique college alternative for Japanese students. "They thought it would be a feather in their cap," says trustee Susan Leahy.

Japanese colleges are also stepping into New England higher education by opening institutes in the region to serve as study-abroad campuses for their students. Such arrangements allow Japanese universities to expand overseas gradually, while also providing a shorter, less overwhelming introduction to American life for Japanese students.

Both Showa Women's Institute and Bunsai Gakuen's Institute of Intercultural Communication serve as study-abroad centers where students from the Japanese home campus come to study English and American culture.

Safety is a key factor in campus location. Showa Women's University of Tokyo set up its Boston institute on the site of a former orphanage, near a convent. Bunsai Gakuen's Institute is on the site of the former Bethany Convent in Lincoln, Mass. The tranquil, even "cloistered," approach of the two institutions is not accidental. "Japanese parents are extremely concerned about the well-being of their students," says Showa Boston President Ronald Provost.

No doubt with that in mind, a Teikyo University Group viewbook points out the "secure and comfortable environment" of Teikyo Post in Waterbury.

Teikyo University — which in just two years affiliated with five U.S. colleges — had previously considered affiliating with the financially struggling University of Bridgeport. “I think Teikyo liked the country atmosphere of Post better,” says Pape.

In New Hampshire, Leahy of Maruzen says the would-be college’s president and faculty are exploring other avenues to keep their plans alive.

Meanwhile, there appears to be a consensus among international education experts that linking institutions through “sister school” arrangements works better than exporting campuses. “A better program from the point of view of internationalization,” says Cummings of Harvard, “is not for a university to set up an overseas campus but rather to set up a relationship with a major foreign institution and then to place a small number of students in that foreign institution, sort of mainstreaming students into a foreign educational process.”

A number of well-established institutions are already following this model, including the University of Massachusetts at Amherst, which has had a sister-college arrangement with Hokkaido University since 1976. An informal relationship goes back a century earlier, when the president of the Massachusetts Agricultural College, predecessor to UMass, went to Hokkaido to help establish an agricultural college there.

In March, Chukyo University signed a sister university agreement with the University of Massachusetts at Boston, one month after Chukyo’s President Iwao Matsuda was murdered in his Boston hotel room while in the city to finalize the agreement.

At the ceremony marking the agreement, Matsuda’s widow, Akiko Matsuda, echoed the sentiments of many who favor foreign participation in American higher educa-

In Maruzen's case, company leaders thought providing a unique college alternative for Japanese students would be “a feather in their cap.”

tion, noting: “I hope the relations between the two universities will mark a small step toward bringing our countries together.”

Wendy A. Lindsay is the associate editor of CONNECTION.



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KINGSTON, R.I. —

Researchers at the University of Rhode Island's Robotics Research Center developed a computer-controlled assembly system that welds earring posts to decorative components at speeds of up to 1,200 posts per minute — 12 times the industry average. The four-year research project was funded jointly by the Rhode Island Partnership for Science and Technology and Johnston-based Dama Jewelry Manufacturing to help the state's vital jewelry industry compete internationally.

HARTFORD, CONN. —

The University of Hartford won approval from the state Board of Governors for Higher Education to offer a new doctoral program in educational leadership. The three-year program for educators who want to enter or continue in leadership positions was designed in collaboration with school superintendents in Greater Hartford.

RANDOLPH CENTER, VT. —

Vermont Technical College announced it will offer an associate degree program in rehabilitation engineering technology, beginning in fall 1992. The two-year program, combining traditional courses in mechanical and engineering technology with specialized courses in "assistive technology," will prepare skilled technicians to provide products and services for people with disabilities. Students will be required to complete a 10-week internship at a major rehabilitation facility.

CAMBRIDGE, MASS. —

Harvard University's School of Public Health announced it will receive \$23.5 million from the Bristol-Myers Squibb Co. to support five years of research into heart disease and stroke prevention. Harvard will own any dis-

coveries or inventions resulting from the heart research, but Bristol-Myers Squibb has the right to negotiate an exclusive license to commercialize them.

PORTLAND, MAINE —

The University of Southern Maine opened a new center to support the academic and professional success of campus women. The Women's Center opened on the university's Gorham campus, but officials said it would be moved to Portland when space became available. The center will provide educational forums on topics such as date rape, campus safety and hate crimes, while providing information and referrals to students, faculty and staff.

FAIRFIELD, CONN. —

Fairfield University received a three-year, \$478,000 grant from the Lilly Endowment to establish "Collegium," an annual summer institute program in which 70 young faculty and advanced graduate students will reflect on the role of the scholar in Catholic higher education. The summer institutes — guided by leading faculty members of Catholic colleges across the United States — will rotate among Fairfield, St. John's University in Minnesota and Loyola Marymount University in Los Angeles.

WARWICK, R.I. —

The Community College of Rhode Island was one of two U.S. institutions chosen as national models for helping disabled students overcome barriers to academic success and employment. Through its "Exploring the Options" program, CCRI encourages disabled high-school students to continue their education. The college's "Access to Opportunity" program provides disabled CCRI students with services such as training on special

equipment. The "Transition to Employment" program features job readiness exercises and an employer network to help disabled students find employment.

DURHAM, N.H. —

Frederick Whittemore committed \$1 million over the next five years to the University of New Hampshire Foundation to support the Whittemore School of Business and Economics, which his father founded.

NORWICH, CONN. —

Mohegan Community College won approval from the trustees of Connecticut Community and Technical Colleges to offer a certificate program in Connecticut studies, starting in fall 1992. College officials say the program will prepare students for jobs in the tourism industry. Courses will focus on Connecticut's geology, New England Indians, local history, politics and the arts in Connecticut.

BROCKTON, MASS. —

Massasoit Community College became the first U.S. community college to sign a memorandum of understanding with Beijing Union University. The two institutions agreed to consider exchanges of faculty, staff and students and collaborate on other mutually beneficial educational projects. The two also agreed to develop a clearinghouse for joint business activities and establish a Massachusetts center for Chinese language, history and culture.

HARTFORD, CONN. —

The principal owner of the Hartford Whalers hockey team donated 5,000 square feet of downtown office space in the capital city to house the new University of Hartford Downtown Center for five years. The center will offer courses for adults who work

or do business in the city's downtown. University officials estimated the accommodations could have required an investment of at least \$3 million.

WALTHAM, MASS. —

The Bigel Institute for Health Policy at Brandeis University's Heller School received a three-year, \$1.4 million grant from The Henry J. Kaiser Family Foundation to launch a Center on State Services for Dependent Populations. The center will conduct research and policy analysis for state health policymakers to use in improving services to frail older people, the mentally ill, people with disabilities and substance abusers. The Bigel Institute will collaborate on the project with the Portland, Maine-based National Academy for State Health Policy.

HANOVER, N.H. —

A Dartmouth College program matching student volunteers with young children who exhibit reading problems was awarded \$40,000 by the Hasbro Children's Foundation to develop its approach into a national model. Since fall 1989, the program, called "Book Buddies," has paired Dartmouth students with about 200 kindergartners, first- and second-graders in New Hampshire and Vermont. Rather than tutoring children in schools or daycare centers, book buddies meet weekly in children's homes to read and do other educational activities.

NEW BRITAIN, CONN. —

Central Connecticut State University was awarded \$696,000 from the U.S. Agency for International Development to continue its management training and economics education program in the Wroclaw District and Lower Silesian region of Poland. Last year, CCSU received an AID grant of

\$928,000 to help establish an Entrepreneurial Support Center to encourage development of small businesses in Wrocław and provide economics education for heads of Solidarity Workers' Councils in Lower Silesia. CCSU also joined with Babson College to provide executive development seminars to academics and entrepreneurs from Poland, Hungary and Ukraine.

CAMBRIDGE, MASS. —

Harvard Law School unveiled a new summer fellowship program aimed at encouraging students to spend summers working for government and nonprofit organizations that offer little or no pay. The \$300,000 Morris Wasserstein Public Interest Summer Fellowship Program will provide 55 grants of up to \$1,800 during each of the next three summers for students who work for public interest organizations.

HAVERTHILL, MASS. —

Northern Essex Community College received \$20,000 from the U.S. Department of Labor to send instructors to Czechoslovakia to offer seminars on establishing bed and breakfasts in that country. Northern Essex officials said they are seeking more federal grants to provide other training programs in Eastern Europe.

WALTHAM, MASS. —

Brandeis University officials announced that researchers from seven science departments will pool resources in a soon-to-be-built Benjamin and Mae Volen National Center for Complex Systems, a \$15.6 million campus facility for the study of the brain and intelligence. Construction is set to begin in fall 1992 with federal and private funds. Brandeis has been conducting research on the brain and intelligence since 1989 in existing space.

MEDFORD, MASS. —

About 30 Tufts University engineering students taking a course on total quality management got a chance to use the system to evaluate the university's College of Engineering. The feedback: On the positive side, course projects allow for creativity, professors communicate and teach effectively and instructors know and address industry needs. However, students say they should learn more technical writing, budgeting and scheduling skills and Tufts should have more women on its engineering faculty.

BURLINGTON, VT. —

Champlain College's Single-Parents Program was awarded \$173,900 by the Vermont Department of Social Welfare's Reach Up program. The grant will fund two full-time case managers to recruit and provide support for single parents who are trying to achieve financial independence through education.

ORONO, MAINE —

The University of Maine was awarded a two-year, \$350,000 grant from the U.S. Department of Health and Human Services to establish the Center for Community Inclusion, a statewide training, research and technical assistance program for people with developmental disabilities and their families. The center will be part of a network of 40 university-affiliated programs designated by the federal government.

MANCHESTER, N.H. —

New Hampshire College announced it will add bachelor's degree programs in English, social science, humanities and English education to its business-based fare, starting in fall 1992. The college will also introduce majors in international business and sports management.

SALEM, MASS. —

Salem State College's Psychology Department and Division of Graduate Studies introduced a new master of science degree in counseling and psychological services for students who want to become licensed and practice outside educational institutions. The college's existing master of education in school and community counseling is designed for practice in school settings. The new degree program offers concentrations in mental health counseling, marriage and family therapy and organizational counseling.

HANOVER, N.H. —

Dartmouth College's Department of Biological Sciences received a three-year, \$300,000 grant from the U.S. Department of Education to cover stipends and tuition costs for six minority or female students to enroll in the college's graduate biological sciences programs.

KINGSTON, R.I. —

The University of Rhode Island's German program was chosen as a model for three other universities to help improve their foreign language programs. Under the American Council on Education's "Spreading the Word" project, funded by the National Endowment for the Humanities, the URI program will serve as a model for Rutgers University, the University of Connecticut and the University of the Pacific. URI was chosen for its five-year program leading to a double degree in German and engineering and its German-Across-the-Curriculum Program, integrating German language with other disciplines.

GREAT BARRINGTON, MASS. —

Simon's Rock College of Bard awarded 28 of America's most accomplished high-school sopho-

mores the equivalent of \$50,000 each to cover the cost of completing an associate degree at the college. Simon's Rock is the nation's only liberal arts college for students of high school age. Students who complete the two-year program successfully will have the option of completing bachelor's degree programs at Simon's Rock or at Bard College at the cost of attending their state college or university.

BOSTON, MASS. —

Northeastern University announced it would provide counseling, educational and health services to a nearby halfway house for female ex-offenders and their children. Under the plan, Northeastern will provide 25 hours of volunteer services per week. Students in the university's graduate counseling program will work with the women and children to deal with parenting, mental health and substance abuse. Nursing students will provide regular health-care screening for the halfway house residents.

BEVERLY, MASS. —

Endicott College won approval from the state Higher Education Coordinating Council to offer a bachelor's degree program in entrepreneurial studies, starting in fall 1992. The sixth bachelor's program to be offered by the former two-year college is expected to attract students interested in starting businesses or getting involved in franchises.

HARTFORD, CONN. —

The retired chairman of United Technologies Corp. donated \$675,000 to help launch a new humanities program at the University of Hartford. The gift from Harry J. Gray will establish a distinguished professorship as part of the university's effort to strengthen humanities teaching.

MEDFORD, MASS. —

Tufts University integrated the programs of The Gordon Institute of Wakefield, Mass., into its College of Engineering. The institute was established by Analogic Corp. founder Bernard M. Gordon in 1984 to offer a master's degree program in engineering management, stressing communication skills and leadership qualities, as well as technical knowledge.

CAMBRIDGE, MASS. —

The Massachusetts Institute of Technology received a \$1 million gift from the Exxon Education Foundation to support the MacVicar Faculty Fellows Program, which recognizes faculty members for exemplary contributions to undergraduate teaching and curriculum development. MIT has committed \$10 million to the program, named after the late Margaret L.A. MacVicar, MIT's first dean of undergraduate education, who died last year. Faculty fellows will be appointed for 10-year terms and receive \$5,000 each year in discretionary funds to support educational activities and cover research, travel and other expenses.

ORONO, MAINE —

The University of Maine's Department of Civil Engineering announced its research into using old tires for lightweight fill in roadbed construction would get a road test of sorts when tire chips are used on a 600-foot stretch of Route 9 between Bangor and Calais. The research is funded by the Maine Department of Transportation and the New England Transportation Consortium.

AMHERST, MASS. —

The University of Massachusetts reported it ranked 23rd among all U.S. universities in the number of doctorates granted in

1990, up from 28th a year earlier. The rankings were compiled by the National Research Council. UMass-Amherst awarded 360 doctorates in 1990, up from 329 in 1989. The majority of UMass Ph.D.s were in the sciences and engineering. The only New England institutions to award more doctorates were the Massachusetts Institute of Technology, with 510, and Harvard University, with 505. UMass also ranked seventh nationally in the number of Hispanics earning doctorates and 15th in the number of Blacks earning the advanced degrees.

NEWPORT, R.I. —

Salve Regina University was awarded \$50,000 by the U.S. Department of Education to establish a two-year Student Literacy Corps program, in which university students will tutor about 125 students in local schools, starting in September.

BRUNSWICK, MAINE —

Maine education officials named Bowdoin College President Robert H. Edwards chair of the board of advisors of the newly formed Maine Mathematics and Science Alliance. Supported partly by a \$10 million grant from the National Science Foundation, the alliance brings together public and private agencies to extend the reach and increase the quality of math and science education at all levels, placing special emphasis on females and non-college-bound students. The initiative will expand professional development for teachers; bring mathematicians and scientists to the classroom; and establish "beacon" schools and colleges, which may apply for support to develop new curricula and teaching methods.

MANCHESTER, N.H. —

Saint Anselm College announced it would add a new

major in fine arts to its liberal arts menu, starting in fall 1992. The major — including a concentration in visual arts — will feature courses in areas ranging from three dimensional design to the history of Western music.

AMHERST, MASS. —

Amherst College's Department of Asian Languages and Civilizations received \$116,500 from a private foundation in Japan to add a senior lecturer in Japanese for three years, beginning in fall 1992. The grant from the Shoyu Club of Tokyo will enable Amherst to offer a complete four-year sequence in Japanese.

STORRS, CONN. —

The University of Connecticut awarded 10 faculty members \$10,000 each for research proposals designed to help revitalize the state's economy. The funded projects include a state economic forecasting center; research aimed at producing a variety of commercial materials such as supertough nylon, pharmaceuticals and precision-molded plastics; regional workshops designed to help public officials attract business to Connecticut; and test kits to help industries comply with federal clean air legislation.

BOSTON, MASS. —

Boston University's five-year-old "Microcosmos" science education program received a three-year, \$1.1 million grant from the National Science Foundation. The grant will enable more than 1,500 middle and secondary school teachers to learn how to teach science through activities that focus on the smallest and most common forms of life. The only science education program in the country fully based on the use of microorganisms as a tool for learning, Microcosmos is designed to help teachers dispel

students' fear of science and to cultivate a curiosity and interest in the subject.

ORONO, MAINE —

The University of Maine established a Maine Folklife Center to merge the activities of the former Northeast Archives of Folklore and Oral History and the Northeast Folklore Society and create a statewide folklife center emphasizing public programming. The nonprofit center's current holdings include 4,000 hours of tape recordings, 6,000 photos, 1,200 slides and 75,000 pages of manuscripts. In addition, the center will continue to publish *Northeast Folklore*, which presents scholarly material on the stories, songs and culture of New England and Canada's Maritime Provinces with an emphasis on Maine.

BRISTOL, R.I. —

Roger Williams University announced it will offer a new bachelor's degree program in environmental engineering science, starting in fall 1992. College officials say they frequently receive calls from businesspeople seeking graduates trained in environmental engineering.

AUGUSTA, MAINE —

The University of Maine at Augusta was selected as one of seven U.S. colleges to pilot a new placement service of the College Entrance Examination Board, which is designed to help students prepare for college. Under the PASS program, high school students take computerized placement tests programmed to measure their skills in areas such as reading comprehension and college math. The system shows students the courses into which they would be placed upon entering college and recommends appropriate high school coursework.

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